



# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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Thursday June 23 1988

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Towards a single currency for Europe, Page 17

Austria	100.00	Switzerland	100.00
Bahrain	100.00	Taiwan	100.00
Belgium	100.00	Thailand	100.00
Canada	100.00	USA	100.00
Cyprus	100.00	Yemen	100.00
Denmark	100.00	Yugoslavia	100.00
Egypt	100.00	Zimbabwe	100.00
France	100.00		
Germany	100.00		
Greece	100.00		
Hong Kong	100.00		
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Norway	100.00		
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Portugal	100.00		
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USA	100.00		
Yemen	100.00		
Yugoslavia	100.00		
Zimbabwe	100.00		

## World News

### Iran pledges to find hostages in Lebanon

Four British politicians returned to London from Tehran with an Iranian pledge to "help locate" British hostages in Lebanon. The hostages are Church of England envoy Terry Waite, journalist John McCarthy and Belfast teacher Brian Keenan, who holds joint British-Irish nationality.

The official Iranian news agency quoted one of the British MPs, Mr Robert Hicks, as saying that the "time is ripe" for Tehran and London to improve relations after years of strain. Modest success, Page 4

### Europe-wide vote

The European Community proposed allowing citizens of member states to vote and stand as candidates in local elections in other Community countries. EC Commissioner Carlo Ripa di Meana said the proposals would end an anomaly whereby citizens were guaranteed free movement throughout the 12-nation bloc without being able to vote.

### Moscow takes reprisals

Moscow retaliated for the expulsion and barring of 17 Soviet diplomats from Canada by kicking out two Canadian diplomats and telling three others they are not welcome.

### Fire in Egypt kills 47

Forty-seven Egyptian pilgrims, including 27 children, were burned or trampled to death after a blaze swept through tents at a remote Christian monastery.

### Talks on New Caledonia

Two teams of Malaysian and pro-French settlers flew into Paris for talks aimed at bringing an end to fighting on the troubled South Pacific territory of New Caledonia.

### Albanian protests

A group of 250 ethnic Albanians protested in the Yugoslav Parliament in Belgrade against demolition of traditional walls around their houses and abolition of Albanian language schools.

### Johannesburg bomb

At least six people were injured when a 100kg mine exploded in an amusement arcade in central Johannesburg. Two of the six were seriously hurt. Page 4

### African dam agreement

Portugal, Mozambique and South Africa signed a financial and security accord aimed at reactivating Africa's biggest hydroelectric plant. The 2,000-megawatt Cahora Bassa dam has been crippled by attacks from right-wing rebels. Page 4

### Vietnam names Premier

Vietnam named Do Muoi, who has directed purges against corruption in Vietnam's ruling Communist Party, as Prime Minister at the opening session of its parliament in Hanoi. Page 4

### Leaks at Bhopal plant

Two minor leakages of acid from a storage tank at the closed Union Carbide plant at Bhopal were detected this week, the Press Trust of India reported.

### Rangoon street battles

Burmese authorities arrested 77 people after further street battles in Rangoon as protesters and riot police clashed for the second day.

### Manigat seeks support

Ousted Haitian President Leslie Manigat said he would tour the United States, the Caribbean and Europe to seek international backing for the restoration of democracy in his country.

### Hyundai rejects claim

Hyundai Motor Co., South Korea's largest carmaker, remained closed as management rejected a union demand for payment of wages during the strike.

## Business Summary

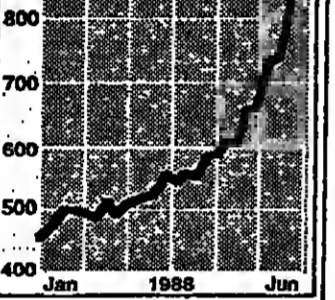
### Wall Street advances to best level since crash

WALL STREET shares closed at their highest levels since the October crash with the Dow Jones Industrial Average finishing up 43.03 at 2152.2. Dealers said the market was helped by a stronger dollar, falling bond market yields, and a more positive inflation outlook. Page 40

GRAND METROPOLITAN of the UK said it agreed to sell two bottling companies to PepsiCo of the US for \$706m. Leaseback deal, Page 13

VOLVO of Sweden, agreed to pay \$100m cash for 20 per cent of Herx car rental, controlled by Ford, of the US. Page 18

ZINC prices rose further on the London metal exchange, with the cash position closing up £19 at



£294 a tonne. The 3-month contract also rose sharply to close above £775 a tonne. Page 28

CRA, Melbourne-based mining company, is to combine its base metals operations with those of North Broken Hill Holdings, creating the world's biggest zinc producer. Page 21

LONDON: The FT-SE 100 index rose 19.2 to 1,879.3 with international issues in favour. Page 37

TOKYO: The Nikkei average ended 64.79 lower at 27,860.76, its third consecutive loss. Page 40

DOLLAR closed in New York at DM1.7817, ¥128.925, SFr1.4755, and FF16.0085. It closed in London at DM1.779 (DM1.7575), ¥128.65 (¥126.45), SFr1.4735 (SFr1.4625), and FF15.985 (FF15.93) Page 29

STERLING closed in New York at \$1.7853. It closed in London at \$1.7885 (\$1.7855), DM 3.1475 (DM3.1375), ¥227.5 (¥225.75), SFr2.605 (SFr2.6125) and FF110.585 (FF110.5875). Page 29

CABLE & WIRELESS, international telecommunications group, has bought a 2.8 per cent stake in Rascal, UK electronics company. Page 19; Results, Page 24

FEDERAL Home Loan Bank Board is working on a deal to merge 64 ailing thrifts with 16 separate healthy ones, board member Roger Martin said. The mergers could be completed by mid August, he added. Risk-free investment, Page 17

PHILADELPHIA Stock Exchange is investigating possible trading violations involving stock options in shares in Farmers Group, fighting off a \$4.5bn takeover bid from BAT Industries. Page 19

BANK OF NEW YORK threatened to withdraw its 7% a share bid for Irving Bank by noon today and return to the courts in an attempt to consummate an earlier tender offer, worth about 10 per cent less. Page 19

BOND CORPORATION's proposed acquisition of the Bell Group was challenged by a \$477m (US\$65.6m) bid by Ron Brierley and Kerry Packer for a cash-rich Bell subsidiary. Page 20

INDUSTRIAL BANK of Japan announced a record ¥278bn (\$2.2bn) rights issue, only nine months after making a ¥215bn cash call. Page 20

LTV, US steel, defence and energy products group, received a boost to its Chapter 11 reorganisation plans when a Federal judge ruled it could not be forced to reassume more than \$2bn in pension obligations. Warning to US steel industry, Page 19

## Estonia to make nationalist demands on Gorbachev

BY QUENTIN PEEL IN MOSCOW

RADICAL PROPOSALS for the devolution of economic and political power from Moscow are to be presented to next week's special Communist Party conference by the Baltic republic of Estonia, in a startling new manifestation of nationalist demands on the Soviet regime.

The proposals, to give far greater economic and budget autonomy to the republic, have been endorsed by the newly-installed Communist Party leader, Mr Vaino Vaela, who was

appointed only last week. They come on top of a rising tide of nationalist sentiment from the Soviet Union's southern republics, with Armenia and Azerbaijan now locked in open dispute over the fate of the mountain enclave of Nagorno-Karabakh, where thousands of Armenian protesters are demanding a change in their status. The Estonian proposals show the extent to which the reform programme of Mr Mikhail Gorbachev, the Soviet leader, has

encouraged an upsurge in independent thinking inside and outside the Communist Party. They also coincide with a major opinion survey in the Soviet Union suggesting widespread public scepticism about Mr Gorbachev's *perestroika*. The survey showed that a large majority feared the economic reforms were "a lot of talk" and that the conditions did not exist to enforce the proposed changes. It also showed that many industrial workers had yet to see any

change in their wages or working conditions. The Estonian programme has been drawn up by leading economists and intellectuals in the republic, whose 1.5m people enjoy the highest per capita income in the Soviet Union. It has been sharply criticised by economic advisers to Mr Gorbachev, including Mr Abel Aganbeyan, but nonetheless continues to enjoy strong popular support in the region, and has now been extended to include

political as well as economic demands. It calls for Estonia and the other 14 Soviet republics to be given the right to decide their own prices, wages and public authority budgets independently of Moscow, with what it describes as full economic autonomy by 1990. At the same time, the programme calls for the

## Brazil reaches accord on record \$62bn debt rescheduling package

BY STEPHEN FIDLER, EUROMARKETS CORRESPONDENT, IN LONDON

BRAZIL yesterday reached preliminary agreement on a record debt rescheduling and new loans package with its leading creditor banks. The deal came after last-minute disagreements, which threatened to delay finalising the package, were ironed out.

The accord, announced by Mr Maitson da Nobrega, Brazil's Finance Minister, and Mr William Rhodes, chairman of the 14 member committee representing Brazil's more than 700 bank creditors, will reschedule \$62bn of Brazil's bank debt over 20 years and provide \$5.2bn in new funds to be repaid over 12 years. Mr da Nobrega also announced that Brazil would make a payment of \$350m to its creditor banks tomorrow to cover interest for March this year and a further \$1bn on June 30 to cover interest arrears for April and May. The agreement will formally

and a moratorium on interest payments on medium-term foreign debt to banks declared by Brazil in February 1987. The moratorium by the largest of the developing country debtors, which was effectively ended when Brazil made interest payments at the end of last year, presented a significant challenge to the international financial order, but was subsequently described by the Government as a mistake. Mr da Nobrega said the agreement, which will also cut interest rates on Brazil's debt, was "the best debt accord that any Third World country has ever had".

The interest rate margin in the new package is 1/2 percentage point over money market rates, compared with an average 1.7 points at present. However, the task of encourag-

ing creditor banks to join the package has been an onerous one. This is the first large new money package for a rescheduling country since big banks in the US, Canada and Britain made heavy debt provisions early last year. In the wake of those banks are discouraged from lending further new money because they must immediately make further provisions for loan losses.

For this reason, the accord includes the most extensive menu of options yet seen for banks, to allow them to help Brazil while being able to avoid the complications of further new money packages. The options include an ability to take exit bonds, paying interest of 6 per cent, instead of putting in the new money, and various debt-to-equity swap schemes. Final hurdles, Page 3

## Britain raises interest rates on inflation fears

BY SIMON HOLBERTON IN LONDON AND JANET BUSH IN NEW YORK

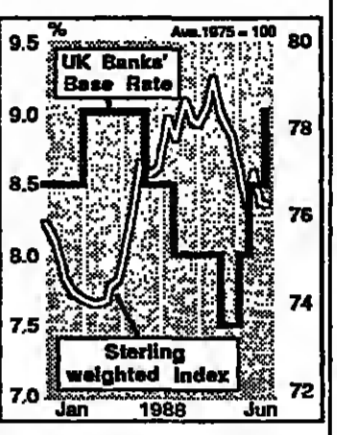
BRITAIN yesterday signalled its concern over the inflation outlook and engineered a 1/4 point rise in base rates to 9 per cent. The Government presented the move as underlining its commitment to forestall any outbreak in inflation pressures and not part of a concerted international effort to raise interest rates. On Tuesday, West Germany increased interest rates.

The British move, which was triggered by the Bank of England during its noon money market operations, returns base rates to the level prevailing at the time Mr Nigel Lawson, Chancellor of the Exchequer, delivered his Budget in March, and follows an unprecedented 3 1/2 months in which rates have been cut three times and raised by as many.

On Wall Street, on the other hand, markets were buoyed by a rally in the dollar and official figures which lessened the market's fears of inflation. By mid-session, the Treasury's benchmark 30-year long bond was quoted 1/8 point higher, taking its yield below 9 per cent to 8.92 per cent. The Dow Jones Industrial Average closed 43.03 points higher at 2,152.2, its highest close since the October crash.

The dollar rose strongly and the most encouraging aspect of it for US financial markets was that it was achieved despite rising interest rates in West Germany and Japan and the UK. Surging bond and equity prices reflected hopes that a more stable dollar would attract foreign investment to US securities markets and that the surge in the dollar in Tokyo may already reflect renewed investment in the US by Japanese institutions.

The bond market was also encouraged by news of a 2.2 per cent fall in durable goods orders, suggesting that industrial output may slow in the third quarter, thus lessening fears that the



equity market may overheat. Despite the size of gains on the equity market, traders said there was little substantial institutional buying. They said computerised stock index arbitrage trades as the futures rose to a five point premium to underlying stocks in the cash market accounted for much of the initial 40 point surge in the Dow.

At close in New York, the dollar was ¥128.925 and DM1.7817, well up on the closing levels in London of DM1.779 and ¥128.65. The Bank of England's decision to raise its dealing rates was followed quickly by the major clearing banks to lift borrowing costs. Building societies said they had no immediate plans to alter mortgage rates.

Treasury officials said the rise did not signal any change in government policy towards the exchange rate. The Bank intervened in foreign exchange markets as the pound climbed towards DM3.15. It closed 1 pence stronger at DM3.1475, but, because of the dollar's strength, it was unchanged on the Bank's trade-weighted sterling index at 76.5.

UK financial markets reacted Continued on Page 18

## Brasilia ejects Petrobras chief

BY IVO DAWNAY IN RIO DE JANEIRO

THE Departure of Col Odair Silva as executive president of Petrobras, Brazil's state oil company, will be mourned more abroad than at home. The offices of Col Silva, in effect dismissed by President Jose Sarney late on Tuesday, was not simply his public condemnation in a Sao Paulo newspaper of the Government's public sector pay freeze policy. More important was his broader attack on

negotiating interference from Brasilia in the running of the country's flagship state enterprise. For the 57-year-old chief executive, Petrobras - the world's largest single crude oil purchaser with sales of \$17bn annually - had outgrown its birthplace, where meritocracy and the bottom line frequently take a back seat to political exigencies.

Specifically, Col Silva had been fighting for: sharp increase in the company's autonomy, including the right to trade internationally offshore through Petrobras Overseas, a new London subsidiary; a substantive reduction in the legally binding 35 per cent retail price margin between petrol and heavily subsidised alcohol fuels; and freedom for the board to make recruitment and pay decisions and allocate resources within the company, including disposal of some unwanted subsidiaries.

"We would prefer the Government to take more of a shareholders' role and look at the results," he said repeatedly. In his two years at the corporation, Col Silva's outspoken criticism of government interference and autocratic treatment of the nationalist unionist element in his 65,000 staff have irritated many.

His achievements have been to leave the company with better organisation, more streamlined decision-making processes, enhanced international activities

and more rigorous training. However, perhaps because of his outspoken style, he has failed to win many battles in Brasilia and has seen his investment budget cut from \$3bn to \$2.3bn this year.

Col Silva's departure represents less a triumph for the Economics Ministry's pay plan than vengeance for Mr Aureliano Chaves, the Energy Minister who has frequently been Col Silva's named target. Ironically, however, the removal of such an admired figure may reflect more poorly on the administration than on Col Silva, who raised the state aircraft maker, Embraer, to prominence.

At home, the sacking has focused further attention on Finance Minister Mr Madson da Nobrega's two-month freeze on the inflation-indexing of public sector pay at a time of monthly

## Maxwell 'poised for' global deal with Societe Generale

BY TIM DICKSON IN BRUSSELS AND PHILIP COGGAN IN LONDON

MR ROBERT MAXWELL, the British businessman, announced last night that his company Maxwell Communications Corporation had reached an "advanced stage" of negotiations with Societe Generale de Belgique to set up a joint European and global communications venture.

Mr Maxwell's statement came amid growing speculation and confusion in Brussels about the nature of the shareholder agreement this week between Mr Carlo de Benedetti, the Italian businessman and the French investment bank Compagnie Financiere de Suez over the future of Societe Generale de Belgique, Belgium's most powerful holding company.

Details of this accord, thought to provide for the sale of at least part of the 45 per cent stake held by Mr De Benedetti and his allies, are expected to be revealed tomorrow. Suggestions that Mr Maxwell may be involved were fuelled yes-

terday by a local newspaper report and by the fact that Mr Maxwell will be in Belgium tomorrow to disclose details of MCC's plans for a listing on the Amsterdam and Brussels stock exchanges.

Mr Maxwell's statement indicated that Societe Generale would be a "significant shareholder" in the joint venture "taking an active role in the management to which MCC as the other main shareholder will bring its professional expertise and be the manager and industrial operator".

The joint company would have an equity base of "several hundreds of millions of pounds". Societe Generale, seldom out of the headlines this year as a result of Mr De Benedetti's unsuccessful attempt to gain control, has stakes in more than 1,200 different businesses from financial services and cement manufacturing to diamond trading and energy. Its telecommunications and media interests are largely held

through Tractebel, a separately quoted company in which SGB has a significant minority stake. Its interests include a 66 per cent holding in Comar, a Belgian cable TV distributor, almost 100 per cent of Mediadin, which has a participation in film distribution in France, and 5 per cent of the French media group Havas.

At MCC's annual general meeting on Tuesday, Mr Maxwell restated his ambition to make his group "one of the largest information and communications companies in the world", with turnover of between \$2bn (\$5.2bn) and \$5bn a year by 1990. Mr Maxwell's interests extend from printing in the UK and the US, through electronic databases to newspapers, French television and satellite broadcasting.

Mr Maxwell has repeatedly stressed the importance of acquisitions in his expansion plans and on Tuesday, shareholders approved an increase in MCC's borrowing powers to \$2bn.

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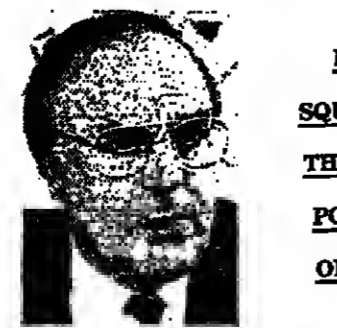


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The West German Chancellor faces a tough task in keeping economic strategy on course, Page 18

EUROPEAN NEWS

Disenchantment shown with Soviet reform

BY QUENTIN PEEL IN MOSCOW

THE SOVIET public is showing distinct signs of waning enthusiasm for Mr Mikhail Gorbachev's economic reforms and scepticism about the chances of their being fully implemented, according to an opinion poll just published in Moscow.

It shows that only a tiny proportion believes big changes have already been effected in the economy and in social policy, and a substantial minority believes nothing has been achieved.

The survey, by the Institute of Sociology at the Soviet Academy of Sciences, was carried out at 120 main industrial plants and covered more than 11,000 people. It suggests that, for all the ferment in the country, very few believe that fundamental changes from perestroika, Mr Gorbachev's effort to reorder the stagnating soviet economy, have percolated

to the shop floor. The poll comes at a crucial moment for the Soviet leader - less than a week before an extraordinary conference of the Soviet Communist Party is to endorse the next phase of changes. These are to include co-operative enterprises by individuals, and of the central government for maintaining its pervasive system of State purchasing to prevent independence at plant level.

Some changes in wage rates have begun to be felt by a few workers who receive more bonuses under the self-financing of enterprises, but only 15 per cent feel the measures are "very effective". Nearly 30 per cent reckon the effect of the reforms on their pay packets "insignificant". Even more (31.5 per cent) said they detected no changes in the pay system.

real perestroika, are just having a lot of talk." Another 33 per cent blame local bureaucracies for preventing economic reforms at this level.

Regular criticism has been made of local autocrats for preventing the establishment of co-operative enterprises by individuals, and of the central government for maintaining its pervasive system of State purchasing to prevent independence at plant level.

Some changes in wage rates have begun to be felt by a few workers who receive more bonuses under the self-financing of enterprises, but only 15 per cent feel the measures are "very effective".

Nearly 30 per cent reckon the effect of the reforms on their pay packets "insignificant". Even more (31.5 per cent) said they detected no changes in the pay system.

As for the expectation of a rapid growth in labour productivity - the planned target is an increase of 5 to 6 per cent a year - the proportion "positive" it can be realised has dropped from 19 per cent to 11 per cent. Almost 20 per cent "doubt the feasibility" of the aim.

Only 2.7 per cent feel there have already been "major achievements" in the economy, and 4.7 per cent acknowledge "major progress" in the social sphere. A disturbing 34.6 per cent reckoned "practically nothing has been achieved" on the economy and 31.7 per cent said the same for social policy.

Mr Gorbachev's advisers have been admitting for some time that any appreciable results of perestroika have been very slow in coming, and now blame the fact that only self-financing has

been introduced, without a significant cut in State purchasing, and without a new price system. The latter is likely to be by far the most difficult and sensitive reform to introduce.

The Soviet leader seems certain to use the poll results as a spur to accelerate reforms, but his opponents may well argue that the party conference that these are now shown to be misguided.

The conference will also face a formal request, backed by a 20,000-signature petition, to establish a memorial to the victims of Stalin's regime. Organisers of the plea claim the support of many leading writers and academics to set up an archive of material on the crimes of Stalin's era, in order to make less likely a recurrence of mass starvation, mass deportations, arbitrary executions and rigged show trials.

Bonn seeks study of European currency

By David Marsh in Bonn

THE WEST German government will propose, at the EC summit next week in Hannover, that Community central bank governors draw up a study on gradual movement towards European monetary union and a common European central bank.

By suggesting that central bankers be in charge of the study, Bonn has come out in favour of a line likely to find favour with Mrs Margaret Thatcher, UK Prime Minister. She is generally sceptical about moves towards greater EC monetary integration, but is unlikely to be able to turn down an initiative entrusted to technocrats from the central bank.

Under a plan agreed by ministers and officials yesterday, West Germany will suggest that the central bankers co-opt outside experts to the study. These additional members of the panel - independent advisers or members of EC bodies such as the chairman of the EC monetary committee - will be asked to provide financial and economic policy expertise generally beyond the competence of central bankers.

In the words of one senior official yesterday, the government wants to take a "pragmatic" line in Hannover next Monday and Tuesday on monetary union.

West Germany will put its negotiating position to the other 11 Community members in its capacity as president of the EC council.

Helmut Kohl, West German Chancellor, wants to find ways to improve general political and economic co-operation in Europe. Even so, like Mr Gerhard Stoltenberg, his Finance Minister, he has misgivings about initiatives for European monetary union based on anything less than sound monetary principles.

West German officials are generally jubilant before the summit, in view of various successes during the last six months in advancing plans for a genuine EC internal market after 1992.

Mr Lutz Stavenhagen, Chancellor's Minister for European Affairs, disputed, in Bonn late on Tuesday, that West Germany had been the main beneficiary so far of EC market widening. All members had attained advantages, he said, also holding out hopes of greater political co-operation, including such areas as harmonisation of member countries' guidelines on arms sales abroad. Economic integration was the "political union", said Mr Stavenhagen. He added that greater co-operation between eastern and western Europe - evinced by recent agreement by the communist trading bloc Comecon formally to recognise the EC - would help ease the east-west division of the German nation.

Volvo launches first volume motor cars in bid to boost sales

BY KEVIN DONE, MOTOR INDUSTRY CORRESPONDENT, IN LONDON

VOLVO BV, the minority-owned Dutch affiliate of Volvo of Sweden, yesterday unveiled the company's first volume range of front-wheel drive cars, which it hopes will boost sales and production by close to 80 per cent in the next two years.

The Volvo 440 series will take the company into the upper medium segment of the West European car market for the first time against well-entrenched competitors such as the Ford Sierra, the Vauxhall Cavalier/Opel Ascona, the Renault 21, the Audi 80 and the Volkswagen Passat.

Mr Wright said Volvo BV had reduced its break-even point to an annual volume of 120,000 units, but the company had the ambition of increasing sales to around 200,000 units a year in the first half of the 1990s.

"We believe there is business in speciality cars. It is possible to break even at 120,000 units with a relatively simple model range," he said.

Volvo BV made heavy losses from the mid-1970s to the early 1980s, but it has been in profit since 1983 and last year increased after-tax profits to £1.2m from £1.5m in 1986 on a turnover of £1.25bn.

"It is a tightrope for us," said Mr Wright. "It is difficult for a small company to live in the automotive world. The first job was survival. Now we must develop enough profits to continue the business through the 1990s."

The Volvo 440 will be powered by the 1.7 litre Renault engine used in various Renault models including the RS, the RS11 and the RS2. There will be three engine outputs including a 118hp turbo version. The 440 will also use a Renault-designed five-speed gearbox built under sub-contract by Volvo BV in Belgium.

Volvo BV's biggest market in Europe is the UK, which accounts for around one-third of the company's total sales of the existing 300 series and the 490 coupe.

UK sales of the 300 series were expected to total some 42,000 this year, compared with 39,000 in 1987. With the addition of the 400 series Volvo would be able to compete in about 65 per cent of the UK market, and Volvo BV hoped the new car would help it to penetrate the UK fleet market for the first time.

West Germany eases law on shop opening hours

BY DAVID GOODHART IN BONN

THE WEST GERMAN cabinet yesterday approved a slight relaxation in the country's strictly enforced shop opening hours legislation, which will allow shops to stay open until 9pm on Thursdays.

The current opening hours legislation - passed in 1956 - which ensures shops close each week-

day at 6.30pm and all but one Saturday a month at 2pm is often seen outside Germany as a symbol of stifling over-regulation and inflexibility. There is, however, united opposition to change from shop workers and the larger retailing employers.

Armenian strikers urged to resume work

THE REGIONAL government of Nagorno-Karabakh in Azerbaijan has appealed to strikers to return to work while backing their demands for union with Soviet Armenia, a local journalist said yesterday, Reuters reports from Moscow.

The government council, meeting on Tuesday, said the Armenian population of the enclave in Azerbaijan should prove its right to self-determination by working, the jour-

nalists from the newspaper Sovetsky Karabakh said.

Authorities in Moscow acknowledged last week that Communist Party officials had lost control of the situation in Nagorno-Karabakh, which is 75 per cent Armenian.

The Nagorno-Karabakh council on Tuesday repeated its February call for incorporating the mountainous region into Armenia, rejected by the Kremlin and the Azerbaijan

parliament.

The Sovetsky Karabakh reporter said the text of the council's decision had not yet been published. But he said members of the council denounced the Azerbaijani parliament's decision against ceding Nagorno-Karabakh to Armenia.

They said it didn't express the wishes of the Armenian population of Nagorno-Karabakh, he said.

The dispute has caused the worst ethnic strife in the Soviet Union in decades. At least 35 people have been killed in riots and brawls in the past few months.

A Soviet newspaper said yesterday that the situation in Armenia had calmed and many people worked an extra day last week to make up for production lost during recent strikes in support of Nagorno-Karabakh's demands.



Malta visit by UK navy postponed

By Godfrey Grima in Valletta

THE BRITISH Royal Navy yesterday postponed a visit to Malta for 24 hours until Saturday in the hope that a face-saving deal might be agreed which would allow four warships to enter harbour without having to declare whether they are carrying nuclear arms.

Intensive negotiations were taking place in Malta yesterday in a bid to ward off a clash between Premier Dr Eddie Fenech Adami's Christian Democratic Government and the opposition Labour Party, backed by the island's 30,000-strong General Workers Union (GWU).

The opposition party, led by Dr Carmelo Mizzi, and the GWU are also objecting to frequent calls by Nato warships which, they insist, go against Malta's neutral and non-aligned status.

In a move clearly aimed at placating dissent the Government is to table a motion in parliament condemning the use of nuclear weapons to Malta. The opposition, in an amendment, will call on foreign states to respect Malta's neutrality.

Astra plans more TV. Societe Europeenne des Satellites, the Luxembourg company behind Astra, the 16-channel television satellite project, has decided to order a second satellite to be launched in 1990, writes Raymond Sneydy.

The new satellite will mean that apart from having back-up for Astra, scheduled to be launched in November, SES will have the capacity to broadcast 32 channels of television throughout Western Europe.

Earlier this month Mr Rupert Murdoch signed a three channel contract with SES for three channels on Astra with an option for a fourth.

Portugal misses goal. An annual inflation rate which reached 6.9 per cent in May is thwarting the Portuguese Government's efforts to force it below the 6 per cent December target set by the Finance Minister, Mr Miguel Cadilhe, writes Diana Smith in Lisbon.

But the rate is better than the 31 per cent of 1987, or 19 per cent when the Anibal Cavaco Silva government took office in 1985. Businesses unable to borrow and banks stuck with excess liquidity are getting irritated that the Government has prolonged credit ceilings supposed to have ended in the spring.

Heavy water probe

Norway yesterday promised a full inquiry into the export of heavy water (used to control and cool the reaction of nuclear reactors) following allegations that shipments made by Norsk Hydro, Norway's diversified energy group, to Robstoff Einfuhr, a West German company, were diverted via Switzerland to India which used the chemical to produce atomic weapons, writes Karen Fosell in Oslo.

Norway's heavy water export business has been under scrutiny for several months since Norwegian officials were denied access by Israeli officials to inspect nuclear sites.

Airlift anniversary

A report in Monday's edition on the 40th anniversary of the Berlin airlift incorrectly identified the British Foreign Secretary at the time. It was Mr Ernest Bevin.

French centrists jockey for government role

BY IAN DAVIDSON IN PARIS

THE cabinet of French prime minister Mr Michel Rocard resigned yesterday as leading politicians of the centre-right jockeyed for a possible role in government.

Mr Rocard will form a new government, and outline government policy next week. The cabinet was criticised as a betrayal by its allies in the CDS centre-right grouping. The CDS leader, Mr Pierre Mehaugier, at first insisted his party would remain in opposition, but this week he has started hinting at a "broad union" government in the future.

His shift has been followed by former President Valery Giscard

d'Estaing, and by former prime minister Raymond Barre. After Mr Mitterrand's re-election, Mr Giscard d'Estaing held the UDF together on a platform of "constructive opposition" towards the socialist government. But this week he called for a government of national unity, with half of its ministers coming from the Socialist Party and half from the conservative parties.

And yesterday Mr Barre announced the formation of an informal grouping of 30 members of the UDF in the Assembly. This will not be an independent party, but Mr Barre went further than either Mr Mehaugier or Mr Giscard

d'Estaing, by announcing that he would support the socialist government "every time that he judged it necessary for the country".

Meanwhile the struggle for control of the RPR neo-Gaullist party is now in the open. Mr Bernard Pons, a leading Gaullist of the old school, has been elected leader of the Gaullist Assembly members. But the fact he only secured one vote more than Mr Philippe Seguin, a younger reformist member of the party, promises battles to come after defeat for the Gaullists in the presidential and general elections.

Poor outlook for telecom sales by Italy and Britain

BY HUGO DIXON

WEST GERMANY, France and the Netherlands will be the beneficiaries of a single European Community market in telecommunications equipment in 1992, according to a report to be published next week. The trade performance of the UK and Italy, by contrast, will continue to be poor.

The report, by Telecommunications Industry Research, shows that the EC had a deficit of Ecu 400m (£265m) in telecommunications trade with the rest of the world last year. This compares with a surplus of Ecu 100m in 1986.

Japan was the main beneficiary of the deterioration in the EC's trade position, with exports worth Ecu 488m, up from Ecu 300m in 1986. EC telecommunications exports to Japan were only Ecu 10m last year.

The UK saw its deficit in inter-

national EC trade increase to Ecu 78m last year, up from Ecu 65m. The continuing deficit was the result mainly of UK manufacturers' failure to sell high value items such as telecommunications switches, TIR said, although the greater openness of the UK market was also a factor.

"There is little chance of British telecommunications companies cracking the 1992 market in a big way," Mr Jack Stockdale, TIR's research director, said. Italy's deficit in EC telecommunications trade has increased even faster to Ecu 78m from Ecu 41m in 1986. West Germany, the Netherlands and France posted surpluses of Ecu 206m, Ecu 42m and Ecu 38m respectively.

EEC Telecommunications Market Outlook, TIR, 415 The Square, Bournemouth, West Sussex, PO22 0EB, £225.

EC expatriates may gain vote in local elections

BY DAVID BUCHAN IN BRUSSELS

MORE THAN 4m disenfranchised EC expatriates who come from one Community country but live in another would be able to vote in municipal elections where they live, under a proposal approved by the EC Commission yesterday.

The draft directive, which must be approved by EC governments, is likely to put southern member states, traditionally an area of net emigration inside the Community, against northern member states, a net immigration region.

The Commission says the proposal would fulfil a commitment to creating a Citizens' Europe, that EC expatriates deserve the rights as well as duties where they live and that it leaves alone the more touchy issue of foreign votes in national elections. A maximum period of resi-

dence - equal to a single term in office for the municipal council concerned - would be set for EC expatriates to be eligible to vote in local elections.

Denmark, Ireland and the Netherlands should have little difficulty with the new Commission proposal, given that they already allow all foreigners, not just EC citizens, to vote in their local elections. The UK only gives Irish and Commonwealth citizens such a right.

Numerically, Luxembourg would face by far the biggest problem. Nearly a quarter of its 59,000 population is foreign, and of this quarter 92.7 per cent are EC citizens. Because of this, the Commission suggests special arrangements should be made for any state where the expatriate community exceeds 20 per cent of the total population.

Hungarian leader replaces Kadar's men

BY LESLIE COLLITT IN BUDAPEST

MR KAROLY GROSZ, the new Hungarian party leader, has begun to sweep out of office senior officials who were close associates of his predecessor, Mr János Kadar.

Mr Sandor Gaspar, the long-serving head of the Hungarian trade union federation, was relieved of his post and replaced by Mr Sandor Nagy, a union official.

When Mr Grosz came to power last month, the elderly Mr Gaspar lost his post in the ruling Politburo. He was not regarded as a credible representative of

workers' views at a time when the party was calling on Hungarians to tighten their belts and to shift into more productive jobs.

Mr Gaspar's deputy, Mr Tibor Baranyai, was also sent into retirement. The reshuffle of senior officials will pick up momentum on June 23 at a meeting of the Hungarian parliament. Hungarian officials say Mr Karoly Nemeth, the Hungarian President, is scheduled to be replaced by Mr Bruno Straub, a scientist who, interestingly, is not a member of the Communist Party.

Mr Nemeth was a long-time associate of Mr Kadar and a less than ardent supporter of economic and political reforms. The largely ceremonial post of president, however, is expected to be eliminated altogether in 1990, when the Presidential Council is abolished.

Mr Imre Pozsgay, who was promoted to the Politburo last month, is to be replaced next week as head of the Patriotic People's Front (PPF) by Mr Istvan Huszar, a senior party official. As president of the PPF, an organisation to rally non-party citizens,

Mr Pozsgay was a driving force for the liberalisation of Hungary's political institutions.

In yet another high-level change, Mr Ferenc Havasi, the key party leader of Budapest, is likely to be replaced by Mr Pal Ivanyi. Although Mr Havasi was one of the most reform-minded since Mr Kadar, he was tainted with co-responsibility for the previous leadership's lack of economic success.

Several important government changes on the ministerial level are also expected to be announced shortly.

France backs plans for EC takeover controls

BY WILLIAM DAWKINS IN LUXEMBOURG

FRANCE yesterday backed controversial plans for European Community-wide merger controls, leaving Britain as the only member state opposing the scheme.

Mrs Edith Cresson, French European Affairs Minister, told her Community counterparts that she had no objection in principle to EC competition laws on cross-border mergers taking precedence over national anti-monopoly legislation.

This change of tack by a previously undecided French Government should help the Commission's campaign to revive the proposal, redrafted last March after being deadlocked for 15 years. Yet the future of the scheme was still uncertain yesterday.

"There has been a greater understanding than in the past," said Mr Peter Sutherland, the Commission's Commissioner for competition, who was nevertheless unable to say when the scheme might win clearance, for which it needs ministers' unanimous support. Member states agreed to

send the plan back to national experts for more discussion, which means it is unlikely to come before ministers until the next internal market council in September.

The plan would enable Brussels to veto cross-frontier mergers in advance and ask for changes if they are likely to distort competition. The present rules only provide the right to step in after the event, despite broadly supporting the proposal.

France thinks the Ecu 1bn combined turnover at which mergers must apply for Commission clearance is too low and wants provisions to make it clear that mergers will not be scrutinised on grounds of size until the Commission is reserving judgement, though it told the Commission yesterday it could not allow EC anti-trust law to take precedence over national monopoly regulations.

Mr Francis Maude, junior minister for corporate affairs, said: "We have grave anxieties about a European mergers regime over-riding national competition controls."

Moscow establishes working contacts with the IMF

BY LESLIE COLLITT IN BUDAPEST

MR VIKTOR G Kompletov, Soviet Deputy Foreign Minister, told the FT Conference on Doing Business with Eastern Europe that Moscow had established "working contacts" with the International Monetary Fund (IMF) and the World Bank in Washington.

These contacts were to be continued later this year and were an example, along with Moscow's "more or less" regular dialogue with the Bank for International Settlements of the Soviet Union's more active relations with international financial institutions. This in turn was a result of the restructuring (perestroika) of the nation's foreign economic ties.

Prof Jozef Paljeska, Director of the Polish Institute of Economic Sciences, said that in the case of Poland the pessimistic forecasts of its growth rate could only be overcome in the long run by technological change. But for this to happen a "new policy orienta-

tion" was required. Official Polish policy he said appeared ready to embark upon this line. Prof Paljeska noted that for the Government to enforce a harsh policy of further sacrifices on the population would imply withdrawal from a policy of democratisation and political reforms.

Dr Anders Aslund, Resident Scholar of the Kennan Institute for Advanced Russian Studies in Washington, posed the question of whether economic reforms in the Soviet Union and Eastern Europe would lead to efficient economies. Citing the example of Hungary, he noted that although the 20 year reform programme had led to a myriad of improvements over the old central planning system, efficiency had not greatly increased. He concluded that "marketisation" had not gone far enough and, by itself, was insufficient. The nature of ownership had to change while the "all intrusive"

power of the state and party had to be contained. In addition hard budget constraints needed to be introduced to allow companies to

Finance Director of Midland Bank outlined some of the issues Western bankers faced in financing business with the socialist countries. They included: ensuring that adequate means exist for the Western partner to get foreign exchange for joint venture earnings; the feasibility of repatriating investment in the event of dissolution; availability of guarantees from the joint venture company and partners to support foreign bank finance; political and country risk considerations and the possible role of export credit agencies and the commercial insurance market.

Dr Sergei M Plekhanov, Deputy Director of the Institute of US and Canadian Studies in Moscow, said the only way to bridge the gap between what an advanced socialist society should be like and the actual condition of Soviet socialism was to liberate the enormous creative potential of the Soviet people. This was what

perestroika was about, he said. "In the beginning of perestroika was the word glasnost (openness) he noted.

Mr Alexander Harant, Managing Director of Garant Insurance Company based in Vienna, said his company offered full coverage for the export risk of deliveries into Eastern Europe through non-payment and manufacturing risk insurance. Although the creditworthiness of Eastern countries was "never in doubt", he said, no company in the West or foreign trade organisation in the East could exclude errors, wrong decisions or "unfortunate economic developments" which could cause delayed or temporary non-payment.

In a forum on Changing Eastern Europe and the Impact of Developments on the West, Mr Paul Landval, Director of Radio Austria International, said it was often forgotten that the real influence of the West on East



Doing business with Eastern Europe

go bankrupt. Trading in company shares had to develop - they are to begin shortly in Hungary along with strong restrictions on political intervention in the economy. Mr Gilbert Nockles, Trade

FINANCIAL TIMES advertisement with contact information and subscription rates.

AMERICAN NEWS

# US manufacturing boom shows signs of slowdown

BY ANTHONY HARRIS IN WASHINGTON

US DURABLE goods orders declined by 2.3 per cent in May, after rising by 1 revised 1.8 per cent in April, and order books rose by only 0.1 per cent, bringing a 14-month-old rising trend to a standstill, according to the advance report of the Commerce Department yesterday. Shipments, on the other hand, rose sharply by 1.5 per cent in the month, following a 0.9 per cent decline in April.

These tentative signs that the US manufacturing boom may be slowing down to a more sustainable pace helped to support the bullish sentiment in the bond market yesterday, but analysts argued that the figures were too

heavily influenced by special factors to give a reliable indication of the trend. The continued strength of orders in the primary metals sector, especially steel, was seen as a sign of continued high activity, and some inflationary speculation.

Two thirds of the May decline were in defence goods, and there was also a sharp fall in reported orders for aircraft; it appears that a large order announced by Boeing in May was too late to be included in the official numbers. Unfilled orders for transport equipment fell by 0.4 per cent on the month, but still stand 13.5 per cent higher than a year ago, well above the sectoral rise of 10.1 per

cent.

The Department of Defence was operating a virtual freeze on new orders during part of the period covered, when projections showed procurement running some \$2bn over budget, though this has subsequently been somewhat relaxed.

The primary metals sector, which is operating at full capacity, achieved a 2 per cent rise in shipment in May, reversing a 1.5 per cent fall in April, which may largely reflect hardening prices.

New orders rose by 5.5 per cent in the month, and order books now stand 25.8 per cent higher than a year ago.

# Thatcher hails 'East-West era of hope'

By David Owen in Ottawa

MRS Margaret Thatcher, the UK Prime Minister, yesterday took the opportunity afforded by a speech to the Canadian parliament to hail an era of "unprecedented hope and opportunity" in East-West relations but to warn against a premature relaxing of the West's guard.

Praising Soviet leader Mr Mikhail Gorbachev for his role in the recent Moscow Summit with President Reagan, Mrs Thatcher nonetheless asserted that Soviet military spending continued to grow. "There is still little evidence that the Soviet Union's long-term foreign policy objectives have changed," she said.

Mrs Thatcher cited the agreement to reduce Intermediate Nuclear Forces and the Soviet withdrawal from Afghanistan as the first tangible rewards of the West's resolve to defend itself regardless of cost. She also lauded Nato for its success in keeping the peace for nearly 40 years.

In a wide-ranging, hard-hitting and occasionally humorous address, Mrs Thatcher managed to resist all but the most fleeting reference to nuclear-armed submarines. Britain is in heated competition with France for a C88bn contract to supply Canada with a design for 10 or 12 such vessels.

She was widely expected to make a more vigorous sales pitch, however, during lunch with Canadian Prime Minister Brian Mulroney at his Sussex Drive residence.

Mrs Thatcher also spoke positively of progress made at the recent Group of Seven political and economic summit in Toronto. "Among the economic summit seven countries, sound money, lower taxes and freedom of enterprise are now in common form," she said. "We have established a new orthodoxy."

She acknowledged problems, however, in the field of agriculture and bemoaned the current situation "in which countries compete with each other to give bigger and bigger subsidies."

The address, which took in references to the charge of the Light Brigade and to Mr Eddie Edwards, the British ski jumper, was frequently interrupted by bursts of applause from the Canadian Conservative benches.

# BRAZIL DEBT DEAL WITHIN SIGHT

# Creditor banks tackle final hurdles

BY STEPHEN FIDLER, EUROMARKETS CORRESPONDENT

AN AGREEMENT between Brazil and its 14 leading creditor banks appeared yesterday to be only hours away. With no points apparently at issue between the banks, led by Citicorp, and Brazil, the banks had only to sort out differences among themselves before the proposed deal was cut.

The one remaining issue was the Japanese banks' objection to a moving forward of the date at which a snapshot was taken to calculate the amount of new money owed by the various banks. The proposal calls for that date to be set in March 1987, instead of the December 1982 used in previous deals.

The Japanese banks object to this proposal because, for tax and accounting reasons, they have sold off less of their loans than other banks, particularly those in the US. The other banks argue that, as the main holders of the debt, the Japanese will be the main beneficiaries of a resumption of interest payments which will ensue from the package.

However, as one banker put it yesterday, "the Japanese are not deal-breakers", and the expectation was that it would be only a matter of time before the deadlock was broken. The accord, talks about which were started in January, must then be sold to the country's more than 700 creditor banks, a task of significant proportions.

The agreement includes:

- Rescheduling of \$62bn of bank debt over 20 years, with an eight-year grace period, at an interest rate margin of 1/2 percentage points over money market rates. This compares to a current average margin of about 1.7 percentage points.
- Provision of \$5.5bn in new money to be repaid over 12 years with a five-year grace period. Disbursement will be in three parts, \$2bn to be released when the International Monetary Fund executive board gives the go-ahead, expected in late July or early August, to a \$1.5bn standby loan agreement.
- The next instalment of \$600m is scheduled for the end of the year and the last instalment for the first quarter of next year. The second tranche is paid upon the presenting of an IMF report on

President Miguel de la Madrid of Mexico yesterday ruled out a moratorium on the country's \$103bn foreign debt, in answer to rumours that Mexico would reduce debt service unilaterally. "I have not wanted, nor do I want, to expose Mexico to problems I know I cannot resolve," he said.

the economy, while the third tranche will be paid only if the country has drawn down its IMF standby - in other words, if it has met economic targets. There is a provision for the third instalment to be paid without the drawdown, if 85 per cent of the banks agree to a waiver.

In the words of Citicorp's chief negotiator, Mr William Rhodes, this is "the most extensive and innovative menu of proposals" yet included in a rescheduling package. There will be exit bonds and various debt-to-equity packages, including one which gives special treatment to banks lending new money. Exit bonds

for those banks not wishing to participate in further new money calls will carry a 5 per cent interest rate, compared with the 4 per cent paid on the unpopular exit bonds in the last agreement with Argentina.

According to officials in Brazil, there are also provisions under which Brazil will be able to buy back its own debt in the secondary market, although the immediate relevance of this will be limited until Brazil's foreign exchange reserves expand.

The last difficulty between the banks and the Brazilians was the question of whether Brazilian assets could be seized in the event of a default on its debt. According to bankers, a compromise was wrought under which the Brazilian commercial assets would be seizable, but not other assets. This compromise would protect central bank reserves abroad but offer, bankers believe, some disincentive to default.

Bankers said an interim loan agreed by the banks late last year would probably be extended pending full agreement of the proposed accord.

# Chief prosecutor in Pentagon scandal set to brief Congress

BY LIONEL BARBER, IN WASHINGTON

THE CHIEF prosecutor in the Pentagon bribery scandal was set to brief Congress yesterday on his two-year investigation covering senior civil servants and some of the largest US defence contractors.

Mr Henry Hudson, US Attorney in Virginia, working closely with the FBI and US Justice Department, is said to be seeking more than 100 indictments. Some members of the House of Representatives have been mentioned as targets of the Federal investigation, but Mr Jim Wright, House Speaker, dismissed these reports as rumours started by the Reagan Administration.

The scandal, which has gripped Washington as much as the Iran-Contra arms-for-hostages affair last year, promises to run well into the presidential election campaign.

Mr Pat Buchanan, the conser-

vative commentator and former White House official, said it could jeopardise President Reagan's great achievement: rearmament. Writing in the Washington Times, he said: "To allow the left to use this scandal to discredit and destroy what has been built would be to allow our adversaries to convert foolish crimes into a national tragedy. We let that happen to the CIA and FBI; America can't afford a repetition of that folly."

President Reagan, appearing at a news conference at the end of the Toronto summit on Tuesday, took a more relaxed view, describing the scandal in Pentagon purchasing as "understandable". He said he was "disappointed and upset" but added that the Administration should take the credit for uncovering the scandal.

Investigators are focusing on senior Pentagon officials and

defence contractors who, using private defence consultants as go-betweens, trafficked in classified information on bids and contracts for weapons systems.

Federal investigators have indicated that their probe has implicated up to 20 Pentagon officials, 15 defence companies and a number of private consultants.

During the Administration's military build-up, Congress increased its involvement in procurement decisions. One reason was that Mr Caspar Weinberger, as Defence Secretary, routinely refused to negotiate with Congress on budget cuts.

Mr Weinberger's intransigence put the onus on Congress to reconcile the differences between his budget request and what the legislature was prepared to yield. This encouraged congressional committees to manage the budget, one House aide said.

# Yeutter hails Japan farm deal

BY ANTHONY HARRIS

MR CLAYTON YEUTTER, the US Trade Representative, yesterday described the US-Japanese agreement on beef and citrus products as marking a "fundamental change" in Japanese attitudes, and could leave the EC "looking like the villains of the agricultural world."

He said that the US would continue to press its demand for the removal of all agricultural trade barriers within 10 years despite the deadlock at the Toronto summit.

"We are not willing to concede that it is politically impossible

for Western Europe - or anyone else - to phase out trade distortion in 10 years" he said in a Washington briefing on the agreement. "It ought to be faster."

He conceded, however, that it would have been politically impossible for the Japanese to meet the original US demand for immediate removal of the beef and citrus quotas, which was simply a US negotiating tactic.

The agreement, which leaves Japanese farmers with a 70 per cent protective tariff to ease the adjustment to open

trade represented the fastest realistic adjustment possible, he said, though the US was disappointed that no progress had been made on Japanese protection of its rice industry.

Given readiness of the Japanese to accept their international responsibilities as a major economic power, he hoped that the EC negotiators would be "somewhat more accommodating than they have been in the past" in the next round of global trade talks, to be held in Montreal in December.

# Canadians expel eight Soviets

By Robert Gibbons in Montreal

THE CANADIAN Government has expelled eight Soviet diplomats for "improper and unacceptable behaviour."

Another nine who had completed their tours of duty within the past six months have been told not to return to Canada.

The Soviet officials were accused of being engaged in commercial, industrial and scientific espionage and some military espionage.

Seven of the eight officials expelled were asked to leave just before the Toronto economic summit opened last Sunday and have already left for the Soviet Union.

Two of the eight were from the Soviet embassy in Ottawa and six from the Montreal consulate, which for long has been known as a base for espionage activity in North America.

Mr Joe Clark, External Affairs Minister, was due to make a statement later in the House

# Two nuclear weapons tested in Nevada

TWO NUCLEAR weapons were detonated simultaneously beneath the Nevada desert yesterday morning in an experiment carried out only a few times in 48 years of nuclear testing, AP reports from Yucca Flat, Nevada.

The test was conducted 64km from the town of Mercury, where

33 Soviet nuclear scientists are preparing for a historic series of joint nuclear experiments later this summer.

The devices were detonated in a 228m vertical shaft drilled in Yucca Flat, about 136km northwest of Las Vegas.

US Energy Department spokes-

man Mr Jim Boyer said he felt "very, very slight motion" at a control point 27km away.

The National Earthquake Information Center in Colorado measured the magnitude of the explosion at 3.1 on the Richter scale. A earthquake of magnitude 3.5 can cause slight damage.

# Ford in car safety promise

FORD MOTOR Co. will make passenger and driver-side air bags standard equipment on 1989 Lincoln Continentals, the company said yesterday, AP reports from Washington.

The move will make Ford the first US car maker and the second in the world to offer the dual bag system, said Ford.

# Chile cuts VAT to 16%

BY MARY SPOONER IN SANTIAGO

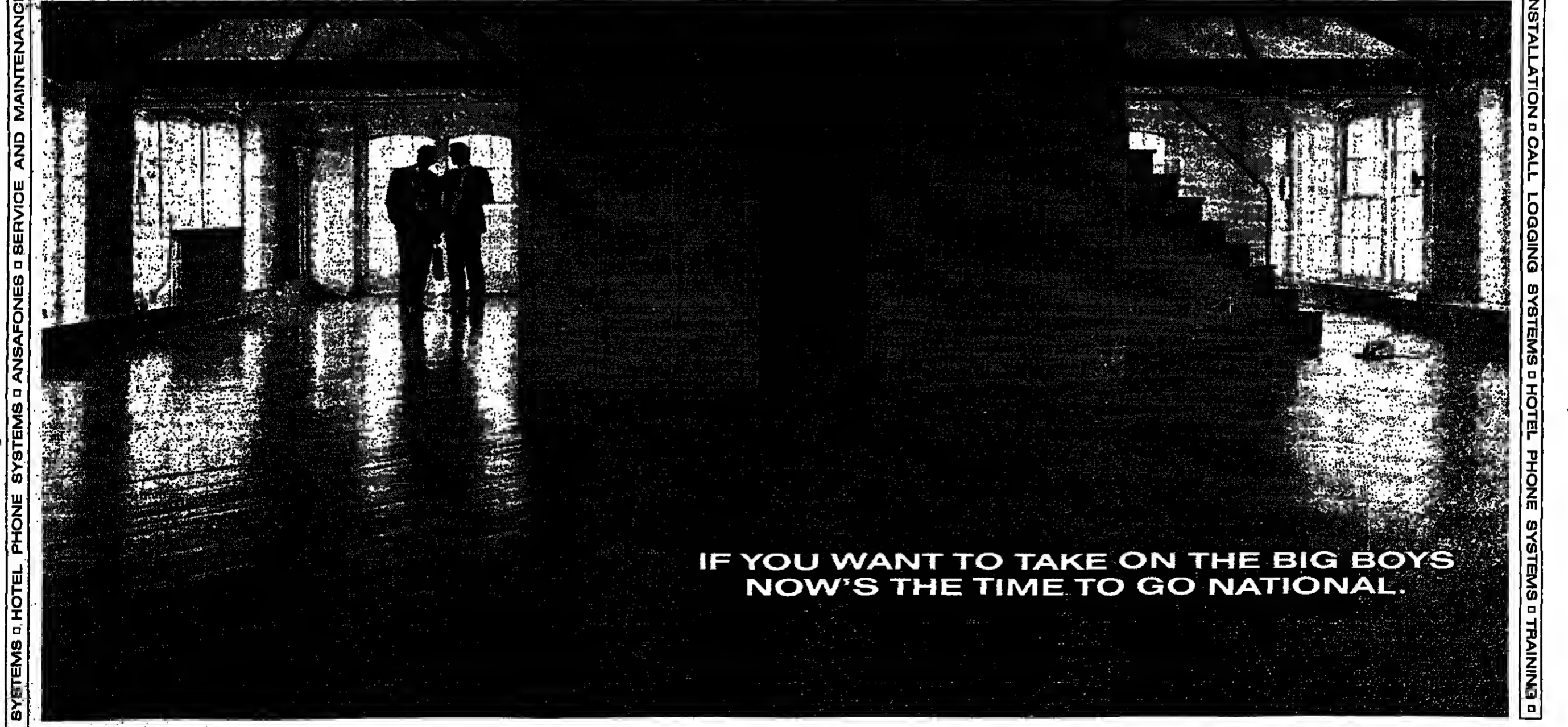
THE CHILEAN authorities have reduced the country's value added tax (VAT) from 20 per cent to 16 per cent.

The measure, announced by General Augusto Pinochet at the weekend and approved by the military junta on Tuesday, sparked immediate criticism from opposition political groups

charging that the move was designed to strengthen support for the Government in the one-man presidential plebiscite scheduled for later this year.

Chile's 20 per cent VAT, established in 1976, was one of the highest in the world, ranking only behind Nigeria, Ireland and Denmark.

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OVERSEAS NEWS

# Western help for Third World fell last year

BY GEORGE GRAHAM IN PARIS

WESTERN leaders have some ground to make up if they are to bring their deeds into line with their promises to the developing world at the Toronto summit.

The seven leading industrial nations may have promised to help the poorest Third World countries by writing off some of their debts, but figures published yesterday by the Organisation for Economic Co-operation and Development revealed that they had in fact reduced their aid to the Third World last year.

The Development Assistance Committee of the Paris-based OECD, which groups 18 of the leading industrialised nations, said that member countries had given \$41bn of aid to the developing world last year, 2 per cent less in real terms than the previous year.

Total aid to the Third World dropped to 0.34 per cent of gross domestic product in DAC member countries, compared with 0.35 per cent in 1986.

This leaves the industrialised nations a long way short of the target of 0.7 per cent of GDP fixed by the United Nations nearly 20 years ago and solemnly reaffirmed at last year's economic summit in Venice.

Only four countries reach this target aid level: Norway (1.1 per cent), the Netherlands (0.96 per cent), Denmark (0.85 per cent) and Sweden (0.85 per cent). Two further countries, France and Finland, just break the barrier of 0.5 per cent.

Much of the decline in aid stems from the US, the UK and West Germany, all of which cut their aid effort as a percentage of GDP.

The UK's aid disbursements fell by 2.5 per cent in sterling terms and by 7 per cent in volume, reaching \$1.87bn. British aid slipped to 0.28 per cent of GDP from 0.31 per cent in 1986, dropping behind Switzerland and Japan.

The US remained the second largest generous industrialised nation, ahead only of Austria, with aid falling to 0.2 per cent of GDP from 0.23 per cent in 1986. US aid fell 8.2 per cent to \$8,776bn in national currency terms, a drop of 10.9 per cent in volume.

Smaller industrialised countries such as Australia, New Zealand, Austria and Ireland made even sharper cuts in their aid efforts, often to meet overall budget outback targets.

Overall net resource flows to developing countries, however, showed an increase for the first time since 1981, rising from \$82bn in 1986 to \$84bn in 1987 - or \$91bn if South Korea's massive repayments of its bank debt are excluded.

Net bank lending to developing nations recovered by 35 per cent in volume terms, and direct investment also recovered. Bond lending fell sharply, thanks to a drop in new issues and heavy repayments by Mexico and Argentina, to constitute a net outflow of \$3bn.

# British aid at all-time low

BY MICHAEL HOLMAN

BRITAIN'S overseas aid as a percentage of gross national product has fallen to its lowest level since records began in 1950, according to an analysis by the World Development Movement of yesterday's OECD aid figures.

Mr John Mitchell, director of the London-based organisation which campaigns for changes in British assistance to poor countries, noted the UK percentage, at 0.28 per cent last year, was a marked fall from 0.31 per cent in 1986 and 0.32 per cent in 1973, the year in which Mrs Thatcher took office.

According to WDM, the highest aid level as a percentage of GNP was achieved in 1961 at 0.55 per cent, when Harold Macmillan was prime minister.

Britain had dropped last year to 14th place among 18 aid givers covered by the report, compared to 12th in 1986 and sixth in 1979.

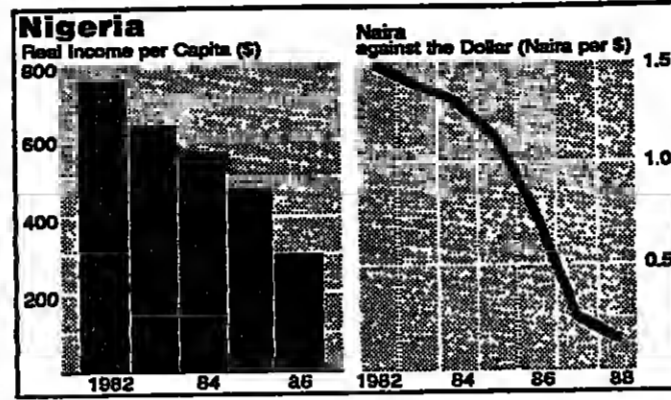
"Britain's declining aid performance is in sharp conflict with government's commitments at the London, Bonn and Tokyo economic summits to maintain and where possible increase aid," said Mr Mitchell.

# Nicholas Woodworth, recently in Lagos, reports on how inflation is undermining a restructuring plan

## Hard times bring uncomfortable choices for Nigeria



Inflation means that staples take a growing slice of incomes



IN A living room in a middle-class suburb of Lagos, two men sit drinking scotch in the dark. It is the third power cut of the week. The air conditioner has stopped and the ice cubes have melted. Although the building is equipped with an emergency generator, it has long ceased functioning and there are no spare parts available to repair it. The night air is still and humid. After a long evening of whisky and discussion, the mood is one of sad disillusion.

Like many upper-middle-class Nigerians, both of these young men have been educated in the West. One is a hospital director, the other a doctor in a Lagos clinic. Although they know and value comfort, money is not their greatest concern - they are medicine, dedicated to the art of education which has given them certain material and moral expectations.

Since returning to Nigeria few of those expectations have been satisfied. Although they work long hours, neither can afford a car, an overseas holiday, or many imported consumer items. Disheartened by the cynicism and corruption of older colleagues, and unable to attain the living standards they would like without going the way of these colleagues, they are making plans for a permanent return to Europe.

Six miles away across the darkened city, in a dilapidated office building on the edge of working-class Surulere, a small group of men are grappling with a different but related problem. They are the executive committee of the Medical and Health Workers Union of Nigeria. Their discontent is more elementary in nature. The workers they represent - nurses, orderlies, and clerical staff - are no longer able to satisfy even basic needs on their present salaries.

Sky-rocketing prices have now put minimum standards of nutrition, shelter, and clothing well beyond their reach. Merely buying cassava, a basic Nigerian staple which has risen 425 per cent in price in the last year, has become for many of them an insuperable problem.

For those who live on the outskirts of Lagos, simply travelling to and from work on public transport takes a third of their salaries. For people like these there is no whisky and no escape route to Europe. Their sole alternative lies in changing things at home. At over Nigeria, in every sec-

tor of the economy, public and private, rural and urban, in the working world of banking, insurance, the petroleum industry, communications and transport, manufacturing, and commerce, difficult choices like these are confronting middle-class professionals and working people. Gone are prosperous days and carefree attitudes of Nigeria's oil boom period - in their place is an alarming world of steeply rising prices, spiralling inflation, and a growing rift between the Government and the people of Nigeria.

After a fortnight last April during which the country was paralysed by a series of protest labour strikes, the Government and the nation's well-developed trade union movement have maintained an uneasy state of truce.

The issue at stake was nominally a six per cent rise in the pump price of petrol. The real and continuing issue, however, runs far deeper than that. Popular dissatisfaction is aimed at a

# Further debt servicing problems may emerge

BY MICHAEL HOLMAN, AFRICA EDITOR, IN LONDON

FURTHER evidence of Nigeria's difficulties in servicing its estimated \$27bn external debt is likely to emerge in London on Monday during a scheduled meeting with its commercial bank creditors.

A delegation of senior officials from the Ministry of Finance and the country's central bank is expected to ask the London Club of commercial bank creditors for a 90-day roll-over of repayments of \$1.2bn on loans falling due in 1988 and 1989. This would extend an agreement reached at a meeting last March.

The Nigerian delegation is also expected to ask for a further postponement of service payments of \$2.35bn in letters of credit, the subject of a rescheduling agreement signed with the banks last November.

Bankers involved in the talks say they expect the requests to be granted, but there is a growing concern that Nigeria's failure to reach an agreement with the International Monetary Fund on economic policy.

At the meeting with the commercial banks last March,

Dr Chu Okongwa, Nigeria's Finance Minister, said that the country's "overall balance of payments position is expected to be in deficit to the tune of \$3.7bn in 1988 and \$3.3bn in 1989, making debt service extremely difficult."

"Debt service is estimated at \$5bn and \$4.7bn, or about 80 per cent and 66 per cent of total export earnings on goods and services in 1988 and 1989 respectively. Debt service ratios of this magnitude are definitely unsustainable," Dr Okongwa said.

He asked the bankers to reschedule debt maturing from January 1988 through December 1991, amounting to \$1.2bn over 25 years with a 10-year grace period. The proposal was rejected as unrealistic, but it is not known whether new terms will be put forward.

The minister also requested the rescheduling, on the same terms, of last November's refinancing agreement of the letters of credit. "To ask for rescheduling of an arrangement that was less than six months old took our breath away," said one banker.

ments and various lines of credit from the World Bank, the London Club, the African Development Bank, Japan, and export credit agencies estimated at between \$1.5bn and \$2bn.

Caught between the conflicting demands of SAP and the Nigerian people, the Government has little room for manoeuvre. It is likely to present the IMF with a marginally revised budget and attempt to push through unpopular price increases in gradual stages.

Whether or not the increasing austerity of SAP policies will continue to be accepted by the population is uncertain. There is now a widespread perception that the heavy cost of SAP is being borne by the poorest sections of the urban and rural populations. While Government information campaigns have on the whole failed to convince most Nigerians of the necessity of SAP, the people in the street are painfully aware that austerity is not being practised by many of those asking him to tighten his belt. President Babangida's personal reputation remains high, that of his government is declining.

In current talks over labour demands, union leaders are demanding concessions will be wrested from the Government. They are seeking higher wages, government control of inflation, subsidies on basic commodities, and minimum guarantees in the provision of housing and social services.

Spending in such areas as defence and prestige projects is wasteful and unnecessary - financial allocations and government priorities must be changed," said Mr J.N. Asen, Deputy General Secretary of the Medical and Health Workers' Union of Nigeria. "We respect the spirit of SAP, but we are no longer able to feed ourselves. Must agreement with the IMF be concluded over the bodies of dead Nigerians?"

It is now conceded by most multilateral aid institutions in Nigeria that the programme has been too ambitious, that the West has expected too much of it in too short a time.

On the other hand, western bankers and diplomats have become increasingly concerned by what they see as a weakened government commitment to the programme.

Caught between widespread resentment over austerity, and the need to reach an agreement with the Fund, the Government has little room for manoeuvre. With its likely presentation of a marginally revised 1988 budget and its attempt to push through unpopular price increases in gradual stages, it may all prove to be a difficult balancing act for President Babangida.

wide range of economic policies being pursued by the Government under its ambitious structural adjustment programme (SAP).

The dispute was the most serious challenge to Government since President Ibrahim Babangida took power in a military coup in August 1983. But the price of petrol may prove to be the programme itself, started amid great optimism in mid-1986.

When the President's military Government set the programme running it was regarded with great optimism. As a remedy for a stagnant economy based on an overvalued currency and exports of a single commodity, oil, it was endorsed by the IMF, the World Bank, and Nigeria's main trading partners, all of whom were anxious to see Nigeria address its external debt, currently \$26bn. Although Nigeria for political reasons finally rejected an IMF standby loan, its adjustment programme was at least as rigorous as those sponsored elsewhere by the Fund.

exchange and price controls, derailing the banking sector and started the commercialisation or privatisation of some 90 inefficient parastatal organisations.

By adopting measures to stimulate exports, develop international trade, encourage foreign investment, and promote import substitution in the food and manufacturing sectors, Nigeria and its foreign backers hoped to see high rates of productivity and growth.

Structural adjustment is a medium- to long-term process. Only in isolated sectors, such as agriculture and production, are its benefits beginning to show. The short term costs of SAP, however, have affected the Nigerian people across the board, and reaction to it now places its ultimate success in question. Aspects of the Nigerian economy which threaten SAP's survival include:

● a fall in real income - in 1985 Nigeria's per capita GNP stood at \$790, twice as high as the sub-Saharan average. Last year it dropped to below \$400. The world average estimates that this year the figure will stand at \$285.

● spiralling inflation. Naira devaluation and its effect on the price of imported goods, com-

bined with a 1988 reflationary budget, has contributed to an inflation rate currently approaching 20 per cent.

● pressure on the foreign exchange auction system. Unsatisfied demands for hard currency for import purposes have created a growing imbalance between Nigeria's two foreign exchange windows, the foreign exchange market (FEM), and the inter-banking or "autonomous" market.

While the Central Bank has held the rate on the FEM at a rate of 100 naira to the dollar, the inter-banking market has risen to 120 naira to the dollar, a 20 per cent increase. This has produced a spread between the two markets of more than 20 per cent. While the FEM exchange rate is currently 6 to the dollar, some bankers are predicting a five exchange rate of 10 naira to the dollar before the end of the year.

All these factors militate against Nigeria closing the gap on its budget deficit, a crucial element in the successful negotiation of upcoming talks with the IMF. Contingent upon continuing IMF endorsement of SAP are vital debt rescheduling agree-

## Barclays Bank Base Rate.

Barclays Bank PLC and Barclays Bank Trust Company Limited announce that with effect from 22nd June 1988 their Base Rate increased from 8½% to 9%

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## Bank of Scotland BASE RATE

Bank of Scotland announces that with effect from Wednesday, 22nd June, 1988 its Base Rate has been increased from 8.50% per annum to 9.00% per annum

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With effect from the close of business on Wednesday 22nd June 1988 and until further notice, TSB Base rate is increased from 8.50% p.a. to 9.00% p.a.

All facilities (including regulated consumer credit agreements) with a rate of interest linked to TSB Base Rate will be varied accordingly.

TSB Group plc, 25 Milk Street, London EC2V 8LU

## Sri Lanka aims for \$500m aid

By Mervyn de Silva in Colombo

SRI LANKA hopes to obtain about \$500m in aid from the World Bank-sponsored consortium when the island's 18 donors and multi-lateral agencies meet in Paris in a week's time, Mr N.H.M. Naima Marikkar, the Finance Minister said.

The World Bank's report on Sri Lanka and the Government's public investment programme for the next five years will also be discussed.

Mr Marikkar will tell the donors that the Government plans to reduce inflation from 13 per cent this year to 5 per cent by 1990, and the debt service ratio, now at 28 per cent to 17 per cent by 1992.

Sri Lanka's growth rate has dropped 1 percentage point from 5 per cent in 1986-87, largely due to the Tamil revolt, violence in the south and severe drought.

In December the World Bank sponsored a special meeting of donors to raise funds for a rehabilitation and recovery programme in the insurgency-hit north and east.

## 'Modest success' for UK delegation to Tehran

By Andrew Gowers, Middle East Editor, in London

A FOUR-MAN British parliamentary delegation which visited Iran this week called on the British Government yesterday to re-establish a diplomatic presence in Tehran in an effort to improve Anglo-Iranian relations.

The all-party group of parliamentarians, the first British delegation of its kind to visit Tehran since the 1979 Iranian revolution, pronounced its trip a modest success. But members stressed that they had not been in Iran to negotiate and revealed that they had received no concrete information about three British hostages held by pro-Iranian kidnapers in Lebanon.

There was also no discussion of a timetable for their release, although the Members of Parliament stressed they repeatedly raised the hostage issue, as well as the two British prisoners in jail in Iran, and were given the impression that the British Beirut captives - Mr Terry Waite, Mr John McCarthy and Mr Brian Keenan - were still alive. Mr Tom Clarke, Labour, expressed the hope that the Government might be ready to negotiate for the hostages' release "in time".

Mr Cyril Townsend, one of two Conservative MPs in the party, said: "We set ourselves limited objectives and I personally think they have been achieved."

The MPs' visit resulted from an initiative by the Archbishop of Canterbury, Dr Robert Runcie, who hopes that an improvement in Anglo-Iranian relations will bring closer the release of the Beirut hostages.

It was seen as significant because it coincided with other signs of a thaw between London and Tehran, following the resumption of negotiations on compensation for damage to each other's embassies after the revolution.

For their part, Iranian officials used the visit to press Britain to take a more neutral stance over the Gulf war. They reiterated an old promise to help with the release of British hostages in exchange for British help with Iranian captives in Lebanon. The latter are widely believed to be dead.

## Deal near on Mozambique power sales to S Africa

By Diana Smith in Lisbon

AGREEMENT in principle was reached in Lisbon yesterday on the sale of Mozambique's Cahora Bassa dam on the Zambezi River in Mozambique.

If implemented the agreement will strengthen economic links between South Africa and Mozambique, as well as improve political relations between the two countries. For its part Portugal will be relieved of a financial burden it has carried for 15 years.

There are now only few details to be thrashed out before final agreement on resumption of power supply by sub-Saharan Africa's largest dam is reached.

The dam was built by the former Portuguese regime in the early 1970's when Mozambique was a colony with German and South African financing. It is 80 per cent owned by Portugal.

The project has not fulfilled its purpose of supplying 6 per cent of South Africa's electricity needs. The rebel Mozambique National Resistance, which has had covert South African support, has systematically sabotaged many of the 540 pylons that carry power lines over 550 miles from the dam to South Africa.

A non-aggression pact signed in 1984 between South Africa and Mozambique failed to end Pretoria's support for the rebels although there have been indications recently that assistance was ending.

Since 1984 Portugal has pressed for an end to the \$56m annual losses of Hidroelectrica de Cahora Bassa. At present its debt stands at \$1.2m, reluctantly serviced by the Portuguese Government.

Tough bargaining has occurred this year between Portugal, Mozambique and South African representatives and the Lisbon meeting brought a final solution considerably closer.

South African's willingness to pay a higher tariff - 1.76 South African cents (0.33p) rather than the 1.1 cents agreed in 1984, sends the Portuguese that they can start repaying Cahora Bassa debts once power again flows from the dam. The meeting affirmed that the \$74m cost of rehabilitating power lines will be borne by Mozambique and South Africa.

## Ghana credit

THE World Bank is giving Ghana a \$40m interest-free credit to rehabilitate its mining industry, the bank's said yesterday, AP writes from Accra. Mr Seung H. Choi said \$36m would go to the State Gold Mining Corporation and the rest to state-owned Ghana Consolidated Mining and Ghana National Manganese.

## Five held over Fiji arms

FIVE MEN, including a Canadian lawyer based in New Zealand, were detained yesterday for questioning in connection with the recent discovery of Soviet-made arms in the country, AP reports from Fiji.

Those arrested included Christopher Harder, an Auckland-based Canadian barrister, Tevita Fa, a local solicitor, and Som Prakash, an English lecturer at the University of the South Pacific in the capital, Suva.

An Indian businessman and his son were also taken in for questioning.

There has been widespread unrest among the majority Indian population of the South Pacific island nation following last year's coup.

## Japan dips toe in Mid-east

JAPAN yesterday gingerly entered the treacherous waters of the Arab-Israeli conflict, as Mr Souseike Uno, the Foreign Minister, arrived in Damascus at the start of a tour of the main confrontation states, Andrew Whitkey writes from Jerusalem.

From Syria, Mr Uno goes on to Jordan and Egypt, before arriving in Israel on Sunday. It will be the first time that a Japanese Cabinet Minister has paid an official visit to Israel.

Noting that the five-day tour had more symbolic than immediate practical importance, Mr Kolchi Tsutsumi, the ambassador in Tel Aviv, said Japan nevertheless hoped it might be able to play some political role in helping resolve the conflict.

While endorsing Israel's right to secure boundaries, Japan has in the past broadly supported the Arab position on the dispute. Although its level of dependence on Arab oil has decreased over the past decade, Japan still imports some 60 per cent of its needs from the Gulf.

The visit to Israel is being seen by both sides as an attempt to correct the balance in favour of a more even-handed stance. With virtually no economic or trade issues to discuss, the agenda is expected to be dominated by the peace process.

Treading in the footsteps of a long line of visiting dignitaries, Mr Uno's programme will include a flight foray into a Palestinian refugee camp in the occupied West Bank and talks with local Palestinian leaders. But attempts to set up a meeting in one of the Arab countries with Mr Yasser Arafat, the Palestine Liberation Organisation chief, have so far not borne fruit.

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WORLD TRADE NEWS

# US and EC claim summit farm subsidy victories

BY TIM DICKSON IN BRUSSELS

THE EUROPEAN Community and the US each claimed yesterday that the Toronto summit communiqué on farm subsidies represents a major victory for its negotiating position in the current round of global trade talks within the General Agreement on Tariffs and Trade.

Officials at the European Commission in Brussels insisted that the text of the communiqué on agriculture should be seen as a big climbdown by the US from its consistently tough demand for the elimination of all global farm subsidies by the end of the century.

Particular attention, for example, was being paid to the call by the heads of Government of the seven leading industrial states for the development of a framework approach which includes short-term options in line with long-term goals concerning the reduction of all direct and indirect subsidies.

Mr Giampiero Schiratti, a leading EC farm expert on the Gatt negotiations, said: "This is very important. It is the first time in my experience that the US has openly accepted a different approach."

Mr Alfred Kingon, US Ambassador to the European Community, last night sought to play down any idea of US concessions, emphasising that Washington

had never objected to talks on short-term measures "as long as the EC is prepared to give a commitment on the long term."

"As far as we are concerned, this is now clearly stated in the text. I believe that, once the EC farm price discussions are out of the way, we have a real basis for negotiation but it will not be easy and it will not happen quickly."

EC experts are convinced, even so, that President Ronald Reagan's determination to keep controversial items off the summit agenda has resulted in a text on agriculture which one described as "very much in line with our thinking."

The communiqué, for example, suggests "ways should be developed to take account of food security and social concerns" - two issues to which much more importance has been attached recently in Europe than in the US.

The US, indeed, delivered a paper in Geneva which argued that food security is a policy objective which is difficult to defend, and that the risk of food shortages being used as an economic or political tool no longer existed.

Brussels is also pleased with the commitment to make the agricultural sector "more responsive to market signals" - a phrase which is identical to the wording of its position paper of

October last year. It feels the Toronto declaration is in line with the objectives set out at Punta del Este in September 1986, which marked the beginning of the Uruguay Round of Gatt talks.

The Toronto summit was held against a background of sharp transatlantic exchanges on farm subsidies, including controversy over Washington's Gatt challenge to the EC oilseeds regime and Community criticisms of Washington's decision to reduce its programme for taking arable land out of production.

The European Commission has also been stung by US scepticism about the usefulness of the "stabiliser" mechanisms agreed at the Brussels meeting of EC heads of government in February.

Mr Schiratti claimed yesterday that independent research, recently conducted in West Germany, shows there will be a 7 per cent reduction in EC oilseeds production and a 20 per cent cut in prices over the next five years.

On the EC's own set-aside scheme for land - plans for which have already been announced by the UK and West Germany - Mr Schiratti said he was "more and more confident" that this will reduce cereals and oilseeds production. "I think 2m to 2.5m hectares will go in the next five years. Even after yield increases, this will mean a small cut in output."

The \$320m loan is the balance of a \$500m credit line arranged some years ago for the Israeli power sector, \$180m having been drawn down for the Ashkelon plant.

Turbines for the latest plant are to be supplied from the US, probably by Westinghouse. Most of the remaining equipment and the construction work itself, however, is expected to be provided by local companies.

A novel feature of the financial package being arranged for the Israel Electric Company is the \$40m to be provided by United Mizrahi Bank's London branch. For the first time, a loan of this size is being raised for an Israeli customer without government guarantees. A further sum of 100m shekels (\$35.2m) is to be raised on the small Tel Aviv Stock Exchange.

Mr Moshe Shahal, Israeli Energy Minister, recently concluded a \$200m agreement for Colombia to supply steam coal over a four-year period, in anticipation of Israel's expanded import requirements once the two new power stations are completed.

Electricity consumption in Israel has been expanding more rapidly than anticipated, and the increase in gross national product and requiring the advancement of existing investment plans.

# Israel to raise \$320m loan for power plant

By Andrew Whitley in Jerusalem

ISRAEL IS TO raise a \$320m Eximbank-backed loan from the US for a 1,100 MW coal-fired power station, to be sited on its northern Mediterranean coast.

The twin-unit plant, to cost more than \$200m, will be the duplicate of a plant nearing completion south of Ashkelon. Work on the Eximbank-backed plant is to start next year and the plant to come on stream by 1995.

The state-owned Israel Electric Company says the loan is to be provided by a consortium of First Boston, Merrill Lynch and Paine, a consortium bank which the Paper share could be in the form of a bond issue to be floated in New York.

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# EC advances insurance liberalisation

BY WILLIAM DAWKINS IN LUXEMBOURG

EUROPEAN TRADE and Industry Ministers yesterday gave final clearance to plans to liberalise the non-life insurance industry, as well as the initial green light to dismantle trade restrictions in four other areas.

They gave formal support to European Commission packages designed to enhance free trade and set common health standards for food, to fix common national regulations for pharmaceutical pricing, to scrap exit formalities for some kinds of trade between member states, and to simplify rules on the storage of goods in customs.

The decision on insurance will allow non-life companies to offer big commercial policies anywhere in the EC, and could bring a cut in premiums. This is a prominent part of the Community's campaign to create a free internal market.

The other records will need final ratification before they can take effect in national law. After the progress at yesterday's meeting, the West German presidency of the EC will have obtained member states' agreement to dismantle roughly 40 barriers to trade when its six-month term runs out on June 30.

After the progress at yesterday's meeting, the West German presidency of the EC will have obtained member states' agreement to dismantle roughly 40 barriers to trade when its six-month term runs out on June 30.

THE EC Commission yesterday re-opened an investigation of imports of sodium carbonate from five eastern European countries. The move follows complaints by western European producers that the expiry last year of anti-dumping duties had led to a resumption of dumping, David Buchan

an achievement only equalled in recent years by the UK presidency 18 months ago.

Bonn has used its considerable diplomatic clout to expedite much internal market decision-making.

However, ministers failed to see eye to eye yesterday on the future site of an EC trademark office or on plans to enhance

open competition for public works contracts. The foods proposals set common requirements for the use and labelling of additives and flavourings, and for cleanliness, as well as outline regulations for the production, storage and distribution of quick-frozen food.

They employ the so-called new approach to standards, whereby products that conform to basic requirements, such as those on health and the provision of a set amount of consumer information, are guaranteed free access to all EC countries. This contrasts with the Commission's former method of trying to define every detail of the standards to be followed by food products in order to win the right to free market access, under the so-called recipe style of food laws.

# Robert Taylor examines the growth in Soviet joint ventures

# Finnish companies look eastwards

IN THE blazing heat of an Estonian summer's day, the most recent collaborative deal between the Soviet Union and a Finnish company was celebrated in the town of Rakvere off the main pot-holed highway from Tallin to Leningrad.

More than 150 Finnish dignitaries, including Mr Ilkka Stoumen, Trade Minister, were ferried across the Gulf of Finland for the day and driven in coaches to the stone-laying ceremony for the construction of a new meat-processing plant.

The Estonians laid out the red carpet. There was a small band playing on the quayside at Tallin, a police escort to the site and a banquet of champagne, vodka and sweet wine after the inevitable speech-making.

The FM 650m (\$27.6m) deal involved Suomen Rakennusviesti SEV Oy, part of a newly-formed Viitose-Yhtiot group.

Mr Ipo Kokkila, group managing director, stressed that his company, based primarily on sub-contract work, hopes to build its business as a middle-sized partner for Finnish, Soviet and other eastern European companies.

But the pace is hotting up for commercial ties between the Soviet Union and Finnish companies. They provide tangible evidence of the economic dimension of Mr Mikhail Gorbachev's perestroika.

Near Leningrad and in the city two other deals have been finalised. Wartala said the foundation stone for a huge diesel engine plant close to the city. A joint

venture has been launched for tax-free shops in Soviet Baltic ports. This summer Enso-Gutzeit, the Finnish state-controlled forest products company, hopes to clinch a deal which involves a Soviet company having a 20 per cent stake in a pulp mill in Finland.

Finland is anxious that its own currency reserves not be drained by any company dependence on joint ventures.

The country has a long history of close trade relations with the Soviet Union, mainly under the

1946 bilateral trade agreement between the two countries, by which Finland continues to receive its oil supplies. Last year 15 per cent of Finland's exports went to the Soviet Union but the Soviet Union is running a trade surplus with Finland because of low oil prices.

Some Finnish observers believe that joint ventures provide an opportunity to take Soviet-Finnish trade beyond the old regulatory system that has been in place for nearly 40 years.

A growing number of Finnish companies regard joint ventures as a logical evolution from past collaboration. However, many of them are cautious about their long-term future.

"All the rules and regulations imposed in the USSR provide us with a serious problem," admitted Mr Kustaa Puotinen, Suomen's financial director. "The Soviet attitude to interest rates and money markets is different to ours. I'm impressed by their efforts to understand how companies operate in capitalist societies. There has been a big change compared with two years ago."

"The banks are certainly taking a risk by becoming involved in joint ventures," said the Confederation of Finnish Industries. However, the Soviet Union's authorities on joint ventures seem well aware of such difficulties and to be open-minded about trying to find ways to reassure western companies. "We are going to be flexible," said Mr V. D. Shibaev, commercial attaché at the Soviet embassy in Helsinki.



# Gatt group proposes greater involvement by trade ministers

BY WILLIAM DULLFORCE IN GENEVA

A GROUP negotiating improvements to the General Agreement on Tariffs and Trade system yesterday discussed plans to involve ministers more closely in the work of Gatt and for a more rigorous surveillance of trade policies.

The plans, which also call for greater co-operation between Gatt, the International Monetary Fund and the World Bank, could be ripe for approval by trade ministers when they meet in Montreal in December to review progress in Gatt's trade-liberalising Uruguay Round.

In the communiqué from the Toronto summit meeting the seven Western leaders underlined the importance of making Gatt

more dynamic and effective. Proposals presented yesterday by Mr Julius Katz, chairman of the group of trade negotiators, call for greater involvement by trade ministers at two levels.

A ministerial session of all 96 Gatt members with full decision-making powers would be held every two or three years. In addition, a smaller group of ministers, acting on a purely consultative basis, would meet not less than twice a year.

The smaller group would assess trade developments, aim at forestalling sudden trade disturbances and examine policy questions before they were submitted to full deliberation in Gatt.

In contrast to the multilateral meetings which have been organised informally by some leading trading nations over the past two years, the composition of this smaller group would be representative of all Gatt members.

Under the proposed trade policy review mechanism the four major trading blocs, the European Community, the US, Japan and Canada, would have their policies examined every year or every two years.

Reviews of the next 16 countries, assessed by size of trade, would be conducted every two or four years, while the rest of the Gatt countries would be investigated every six years.

# BUSINESS LAW

# Local laws ruling by Supreme Court

By Andrew Vollmer and Scott Hoing

IN A SHARP reversal from a recent series of decisions on international commercial matters, the US Supreme Court ruled last week that courts and legislators in the United States may adopt local laws allowing US plaintiffs to ignore the terms of a multilateral treaty designed to simplify and improve international dispute resolution.

The ruling *Volkswagen AG v Schlunk* concerned the proper procedure for formally delivering the documents initiating a lawsuit to a foreign corporation that did not have a place of business in the United States and that had not appointed a US agent to receive such "service of process."

The court held that a plaintiff does not need to use the procedures of the multilateral treaty, the Hague Service Convention, when the foreign corporation has a wholly owned subsidiary in the United States and state law permits service on the subsidiary as an "agent."

The court's decision in *Schlunk* is a marked departure from the increasing "internationalism" that animated its recent opinions on comparable transnational commercial questions. A year ago in *Aerospatiale* the Court said that US courts should exercise "special vigilance" to protect foreign litigants from being disadvantaged by unnecessary or burdensome pre-trial discovery, although it declined to require parties in US proceedings to use the procedures of a different international treaty, the Hague Evidence Convention, to obtain evidence from abroad.

Only months earlier the Court had said in *Asahi* that the "unique burdens" of being forced to defend a lawsuit in a foreign legal system should have significant weight in assessing whether a court in the United States should exercise jurisdiction over a foreign defendant. And in 1985 the Court boosted the use of international arbitration proceedings, emphasising that courts should be sensitive to the need of the international commercial system for predictability in the resolution of disputes.

The Hague Service Convention is a multinational treaty that prescribes methods for transmitting judicial and non-judicial documents for service abroad in civil and commercial cases. Its main purposes are to simplify international service of process and to ensure that defendants sued in foreign jurisdictions receive actual and timely notice of suits

by establishing an inexpensive, reliable and uniform procedure for service. The Convention also provides for documents to be translated into the language of the recipient and limits the possibility of unfair default judgments. Thirty two countries, including France, the UK, the US, and West Germany, are signatories to the Convention.

Before the Convention, international service depended on the individual practices of the countries involved in the litigation. The multiplicity of local rules frequently meant that foreign corporations would not receive any notice, much less timely notice, of proceedings instituted against them.

The *Schlunk* case arose out of a 1983 car accident in Cook County, Illinois. Schlunk, whose parents were killed in the accident while driving their Volkswagen "Rabbit", filed a wrongful death action in Illinois state court alleging that Volkswagen Germany had designed and sold a defective car that had caused or contributed to his parents' death. Schlunk attempted to serve the legal documents initiating the case on Volkswagen Germany by delivering them to its wholly-owned US subsidiary, Volkswagen America, as the agent of Volkswagen Germany.

Volkswagen Germany argued that the service was not proper because, as a foreign defendant, it could be served only in accordance with the procedures of the Hague Service Convention. The Illinois trial court rejected Volkswagen Germany's argument. It found that Volkswagen American and Volkswagen Germany were so closely related that Volkswagen America was Volkswagen Germany's agent as a matter of law, regardless of whether Volkswagen Germany has appointed its US subsidiary formally as its agent to receive process. The court concluded that because service occurred in the United States, the Hague Service Convention did not apply. The Appellate Court of Illinois affirmed the lower court's ruling.

The decision of the US Supreme Court unanimously agreed that the Hague Service Convention did not apply in this case and that Volkswagen

design companies doing business in the United States. Both are a direct consequence of the Court's approval of a rule of law that grants US courts and legislators free rein, constrained only by the due process guarantees of the US Constitution, to define involuntary agents and procedures for "domestic" service of process.

The implications for the international judicial system arise because the Court's decision allows resurrection of methods of international service that were the very reasons for drafting and signing the Convention. Other signatories will certainly take issue with this outcome.

The record in the *Schlunk* case contained diplomatic protests about the results reached by the Illinois courts from four of the major trading partners of the United States. Moreover, as the Court was aware, retransmission of judicial documents abroad after serving on an involuntary agent offends the sovereignty of many civil law countries. The Court's decision therefore invites retaliation and encourages other countries to construe the Convention in a similar way, perhaps leading to a revival of the hotch-potch of inconsistent and potentially unfair service practices that prevailed before the Convention.

The implications for all foreign companies that conduct business in the United States, especially those with US subsidiaries, are also potentially severe. Little more than US law now permits service on a foreign company through subsidiaries that are not wholly owned by the defendant, distributors, consignees, sales agents, and other affiliates with no legal obligation to notify the foreign company of their receipt of service.

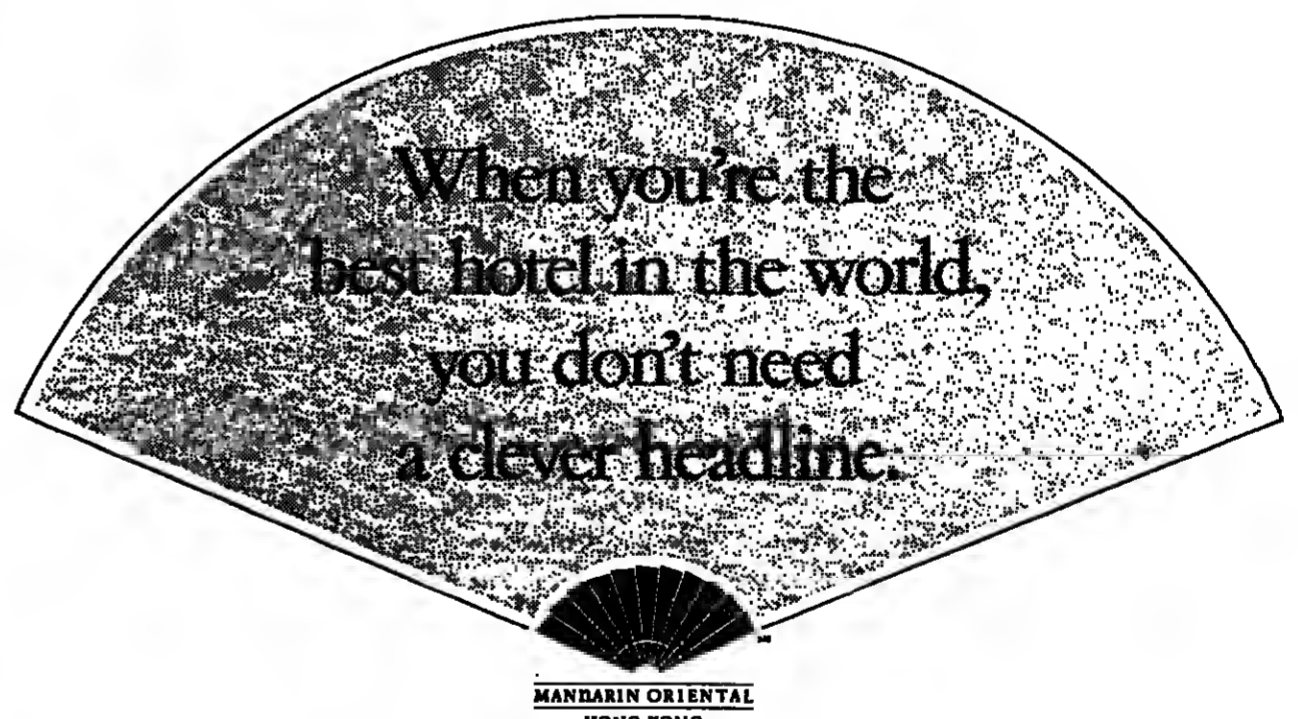
The *Schlunk* decision seems to be a retreat from the Court's recent efforts to restrain the parochialism of US courts and to foster rules that smooth the functioning of the international trading and judicial systems. On balance, the costs appear to be unnecessarily high when the alternative would have been a simple duty to use the established, internationally accepted mechanism of the Hague Service Convention.

<sup>1</sup> No. 86-1652 (15 June 1988)  
<sup>2</sup> *Societe Nationale Industrielle Aerospatiale v United States District Court*, 55 USLW 4922 (1987)  
<sup>3</sup> *Asahi Metal Industry Co v Superior Court*, 55 USLW 4197 (1987)  
<sup>4</sup> *Mitsubishi Motors Corp v Soler Chrysler-Plymouth Inc*, 53 USLW 5088 (1985)

Mr Vollmer is a partner and Mr Hoing an associate in the law firm of Wilmer, Cutler & Pickering

Implications of the decision

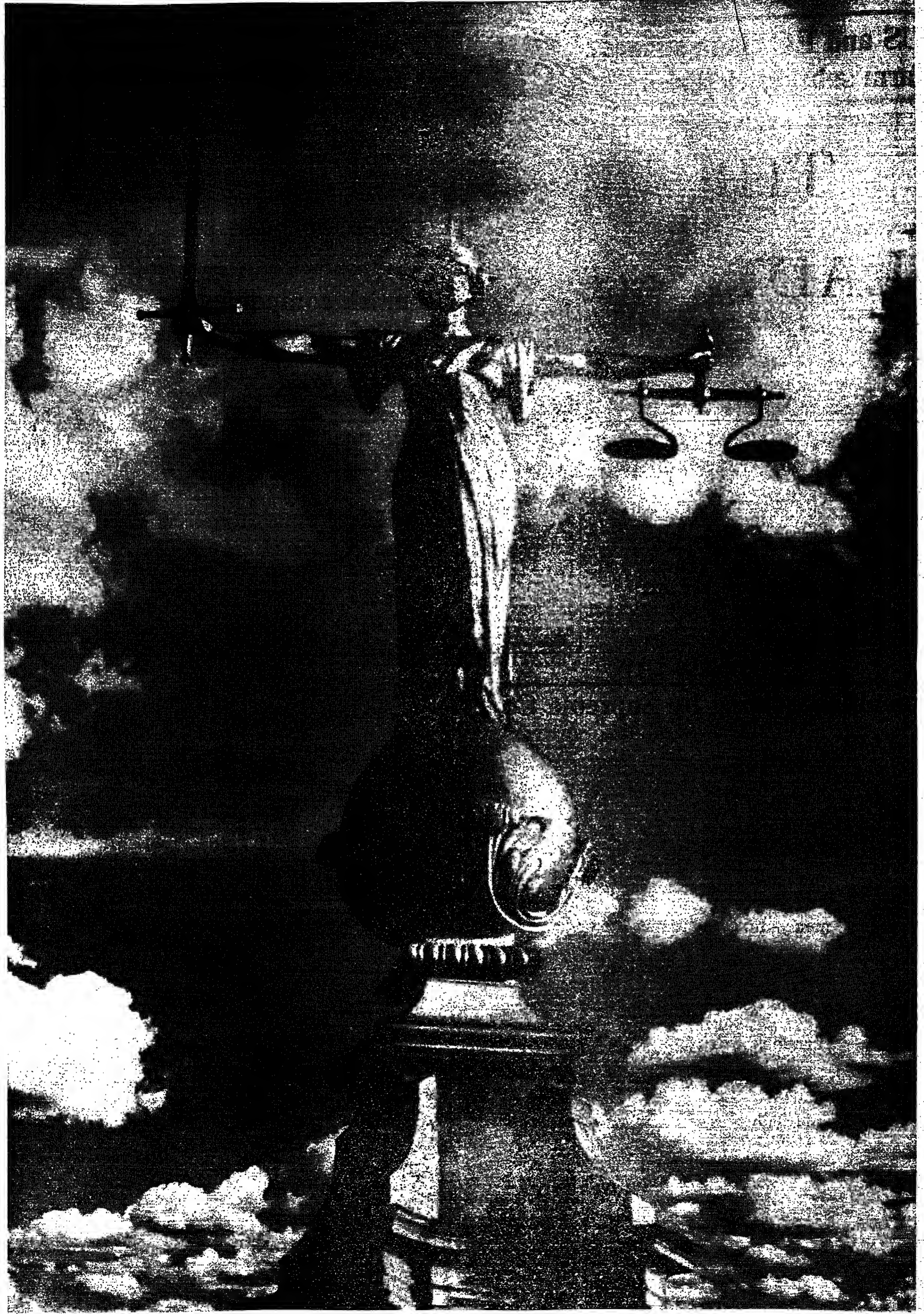
The Court's decision not only eviscerates fundamental protections afforded by the Convention, such as the translation and default judgment provisions, but it has at least two important long-term implications, one for the operation of the international judicial system and one for for-



Since opening its doors almost twenty five years ago, Mandarin Oriental Hong Kong has become a legend, consistently earning the accolade of "The Best Hotel in the World". Just recently, this honour was again bestowed by the readers of Business Traveller magazine. Exactly what has made this hotel a legend is difficult to say. Perhaps it is the unobtrusive attention to individual service. Perhaps it is its prime location in the centre of Hong Kong with immediate access to major business houses and luxury goods shops. Perhaps it is the superlative accommodation with balconied rooms and harbour views. But one thing is certain, it's again been nominated as the best. And that says it all.

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# THE MOST IMPORTANT LADY IN THE CAR BUSINESS IS NO LONGER ON A CAR RADIATOR.

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Obviously, such a scheme depends on the goodwill of both sides.

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ONLY VOLVO OFFER LIFETIME CARE.

MANAGEMENT

CRUISING PAST the Jaguar headquarters on the outskirts of Frankfurt, attentive drivers might feel they had strayed into a minor time warp. There, unmistakable in the big window of the elegant dark green building, is a shiny red E-type convertible, almost demanding to be taken for a spin through the nearby Taunus hills.

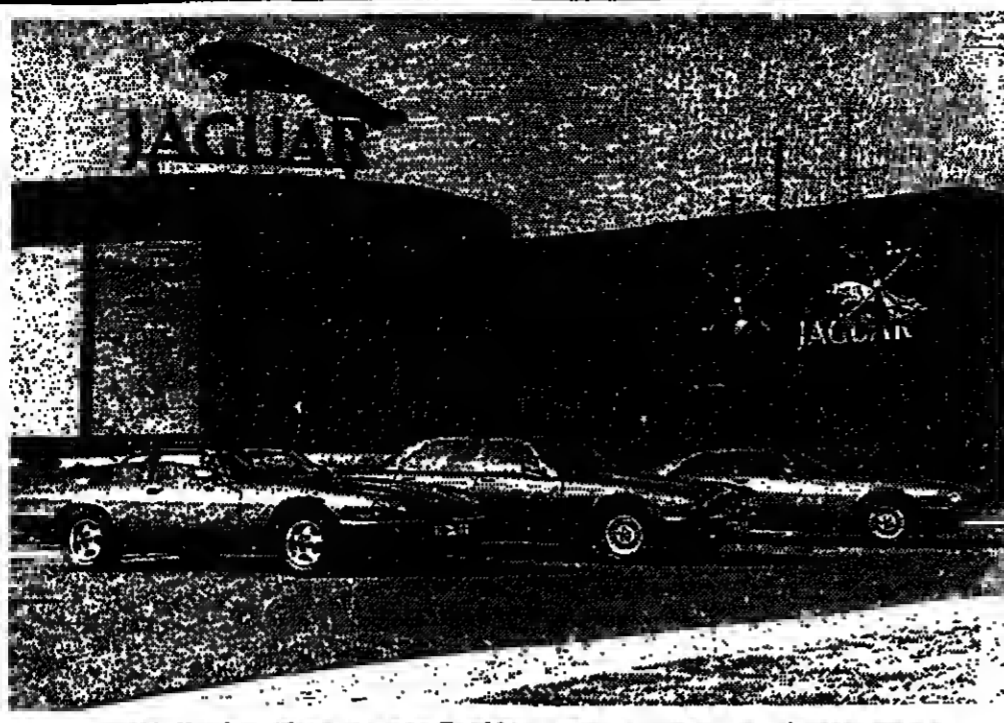
The prominent position of the classic 1960s sports car illustrates the view expressed by Lars-Roger Schmidt, general manager of Jaguar Deutschland, that in the luxury car market, "three-quarters of the marketing is the product itself and the rest is sales organisation and advertising."

With its highly photogenic cars, the British company has a strong image - enhanced by its win at Le Mans - in West Germany, one of the most conscious countries in the world. In some ways, suggests Schmidt, it is almost too strong. At one extreme, many people tend to assume that a Jaguar would be utterly outside the reach of their bank balances. The cheapest XJ6 3.6 litre, costs DM75,000 (£24,000); the costliest is the new XJS 5.3 litre V12 convertible at DM113,000.

"A lot of people could afford a Jaguar, but think they would be over-reaching themselves. They think it's more like buying a Rolls-Royce or a Ferrari. Women, especially, like the idea of driving around in a sleek Jaguar," says Schmidt. "This excellent image gives it a dream-like quality. But men tend to be more sceptical, and not just because they think the price might be too high. People still remember the time when Jaguar, then part of British Leyland, went through a rough time in the 1970s and early 1980s, and the gibe was that you had to buy two, since one was always being repaired."

These days, the privatised company is an altogether different operation and quality has been given top priority. In Germany, Jaguar made a fresh start four years ago, with new management and a new headquarters. Even so, notes Schmidt regretfully, "we still suffer from the bitter, negative years when Jaguar was part of state-owned British Leyland." Thus many potential customers in Germany still lack confidence in the car. "Buyers often have to defend their purchases strongly to sceptical friends."

Word-of-mouth recommendation is vital to Jaguar Deutschland at this early stage, stresses Schmidt, a former marketing director at Porsche. "Buyers mostly have to be talked around by current owners." Jaguar does advertise in glossy social, sporting, and business magazines, hyping the grace and exclusivity of a fast car with plush leather and wood interiors. But its prom-



Jaguar's Kronberg showroom near Frankfurt; selling to a highly car-conscious market

## Jaguar: image building in West Germany

BY ANDREW FISHER IN FRANKFURT

otional budget is tiny compared with its main competitors.

By seeking to boost its sales in Germany - last year, these rose from 1,790 to 2,150 cars (a third of its Continental sales) - Jaguar is moving deeper into the lion's den. Its three biggest world competitors, Daimler-Benz, BMW, and Porsche, are all German. "So, it's especially hard for us in the German market. We can't sell a Jaguar here as a better car, technically. But we can sell it as a different car in terms of beauty and styling. The visual element is decisive."

After its past difficulties, Jaguar is taking a solidly long-term approach in Germany, aiming to build up to around 5,000 cars a year in the mid-1990s, twice the level planned for 1988. This would be around 10 per cent of the German luxury car market, the world's second biggest after the US and thus of key importance for the British manufacturer. The ambitious goal is one set by Sir John Egan, the chairman, himself.

The luxury car market is a very steady one and is not really



Lars-Roger Schmidt

affected by swings in the economy," adds Schmidt. However, the market does occasionally receive an adrenalin shot, when an exciting new model appears. This happened when BMW launched its eye-catching new 7-series at the top of its range near the end of 1986. The model has been a big success, outpacing Daimler-Benz at the top of the market.

Jaguar's new XJ6 came to Germany at around the same time, also drawing admiring glances from the press and public. But while Jaguar is in competition with BMW, with both the Munich company's 7-series and, to a lesser extent, the recently unveiled 5-series which is one level down in the same design family, its customer profile is quite different.

Both makes of car appeal to individualists, with an emphasis on fun as well as technology. But while Jaguar is a popular executive model in Britain, it is virtually excluded from that side of the business in Germany. "In Germany, it is almost impossible for an import to find its way onto the front parking area of a big firm," says Schmidt. Not surprisingly, German companies buy German cars. Mercedes (Daimler-Benz) and BMWs for their executives and mainly Volkswagens, Fords or Opels for lower level managers.

In the UK, 65 per cent of Jaguar's sales are to company fleets, though most are business-related in some way. In Germany, says

Schmidt, "our cars are bought by small, independent businessmen and professional people like doctors, architects and lawyers." Managers in big companies would find it hard to persuade their employers to buy one. "Thus our goal of 10 per cent (of the luxury car market) is very ambitious."

Jaguar Deutschland, a partnership between Jaguar itself and the Swiss-based Emil Frey car importer and distributor, is now making a big push on the training front. Its 99 dealers and their salesmen are being shown how to present the cars more effectively and how to put their qualities across to potential customers more stylishly. This year's training budget has been doubled.

"We tell our dealers not to advertise in the newspapers, but to try and host events that will typify the Jaguar appeal," says Schmidt. These can include fashion shows, boat trips, anything associated with a certain lifestyle and where they can come into contact with potential customers.

For Schmidt, the steady upgrading of the dealer network is more important than a heavy advertising programme. There are no plans to raise the number of dealers, a step that would be futile in view of the small numbers of Jaguar cars sold in Germany. The luxury segment of the German market includes around 250,000 people, and represents only some 2 per cent of total yearly new car sales.

Jaguar's present sales in Germany give it a tiny 0.1 per cent of the total market, though its long-term goal is 0.2 per cent. But at the top end, comprising cars above DM 90,000, it has as much as 10 per cent. One step lower, in the DM 70-90,000 range, its share is about 5 per cent. It is here that it would like to do better, by selling more XJ6s. It cannot go any lower, into the DM60-70,000 category, because the 2.9 litre model that is so popular in the UK would be under-powered on Germany's furious autobahns when fitted with a catalytic converter.

"The pyramid is a bit narrow at the top. When you get above DM100,000 the air is extremely thin." Thus, for Schmidt, one key task is to convince affluent Germans that they can purchase a Jaguar at prices below this. His points out that around 40 per cent of BMW's and Daimler-Benz luxury car sales are at the lower end of that market segment.

One comfort for the Coventry company is the fact that re-sale prices of Jaguars (and for those cars it sells under the Daimler marque) have risen considerably in recent years, as their quality and image have improved. But they still lag behind those of German manufacturers. Jaguar still has a long hard drive ahead.

## TV drinks ads ban still seems unlikely

BY LISA WOOD

RENEWED speculation that alcohol advertising may be banned in the near future on British television and cinema screens is probably ill-judged with the Government shortly expected to approve revisions to existing codes governing alcohol.

The banning of alcohol advertisements on TV and in cinemas was suggested last year by the Home Office Standing Conference on Crime Prevention, chaired by Baroness Masham.

The recent eruption of boogalooism among drunken young football fans has resurrected the notion of much stricter regulation - or banning - of drinks advertising. Leslie Curtis, chairman of the Police Federation, this week called for an end to "macho" drinks advertisements.

The Masham committee made its controversial recommendation in spite of conceding to the

TOP TEN DRINK ADVERTISERS		
Brand	Spend(£m)	Agency
Carling Black Label	5.6	WCRS Mathews Marcontonio
Heineken	5.2	Lowes Howard-Spink
Foster's	4.5	Boase Massimi Pollitt
Tennent's Pilsner	3.8	Grey
Guinness	3.5	Ogilvy & Mather
Miller Lite	3.5	Boase Massimi Pollitt
Carlsberg Pilsner	3.0	KHBB
Marini Extra Dry	2.9	McCann-Erickson
Castlemaine XXXX	2.6	Saatchi & Saatchi
Holsten Pils	2.6	Gold Greenleaf Trout

Source: Trade Advertisers

drinks lobby that there was no evidence that advertising increased the consumption of alcohol.

Advertising (on which the industry spends around £200m a year), according to the Masham committee, was undoubtedly influential in shaping attitudes. Masham recommended a ban "in line with the increasing practice in other European countries."

The proposal was rejected early this year by a ministerial group under the chairmanship of John Wakeham, Leader of the House of Commons, which is co-ordinating government strategy on alcohol.

Wakeham's group asked the Independent Broadcasting Authority and the Advertising Standards Authority to review

their codes of practice.

Television advertising of alcohol is governed by the Independent Broadcasting Authority Code of Advertising Standards and Practice. All other advertising - such as print, cinema and public transport - is covered by a voluntary code agreed by a number of organisations with sanctions available to the Advertising Standards Authority.

Final recommendations made by the IBA on a fine-tuning of the code governing alcohol advertisements on TV are currently being examined by the Home Office with proposed changes expected to be published within the next few weeks. Within a similar time scale the Advertising Standards Authority is expected to publish a revision of its code.

## Greater control of rogue advertisers

NEW POWERS to curb rogue advertisers who flout the voluntary curbs on misleading advertising were this week given to Sir Gordon Borrie, Director General of Fair Trading.

The powers will for the first time enable Sir Gordon to seek an injunction to prevent an advertisement appearing if he believes it would be against the public interest for the advertisement to circulate in public.

"There is a danger of standards declining generally if the more reputable begin to feel that others less conscientious than themselves are taking trade away from them," points out Sir Gordon.

"Yet high standards of advertising are a prerequisite for obtaining and keeping a high reputation and in the long run essential for success."

In effect, the new powers are aimed at controlling advertisers - such as direct marketing companies or free-sheet newspapers which are not members of their industries' trade associations - where existing voluntary controls may be least effective.

At present the Advertising Standards Authority, an independent body financed by a levy on advertising, monitors advertisements other than those on radio and television to see if they comply with the Code of Advertising Practice. It also adjudicates on complaints made from the public and others about advertisements which have been published.

But the ASA has no statutory powers to enforce its decisions and instead relies on publicity and pressure on media owners such as newspaper and magazine publishers to ensure that misleading ads are not published.

In spite of internal Whitehall reviews in the early 1980s recommending that tougher legal powers were needed, the Government was not convinced of the need for immediate action and instead waited for a European Commission directive to be laid down in 1986. It was this directive which was implemented in Parliament this week.

What type of advertisements are likely to face Sir Gordon's

new powers? The OFT says that advertisements which contain false facts, conceal crucial information, or promise to do something when there is no intention at all of carrying it out are liable to be considered misleading.

The ASA suggested yesterday that the three main categories of advertisements with which it has had persistent problems are those offering "miracle" slimming aids, offering employment to homeworkers, and advertisements for time-share properties abroad.

The OFT is adamant that it will only act if existing controls have failed and the advertisement is of "sufficient gravity". But having waited so long for these powers, Sir Gordon may decide to move swiftly to seek a test case as a warning to persistent rogue advertisers.

"A free guide to the new regulations is available from the OFT Distribution Unit, Room 612, Chancery House, Chancery Lane, London, WC2A 1SP."

David Churchill

# How to Live, Work and Invest abroad

## The complete monthly guide

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Until very recently, only those in the upper echelons of the social register ever inherited anything of any real worth. As the heirs of "well-to-do" families they knew what was coming to them, just as they knew what was expected of them.

This wealthy and worldly minority (perhaps 10% of the population) is now about to be superseded by a new, larger and more volatile band of inheritors: today's middle-aged, middle classes.

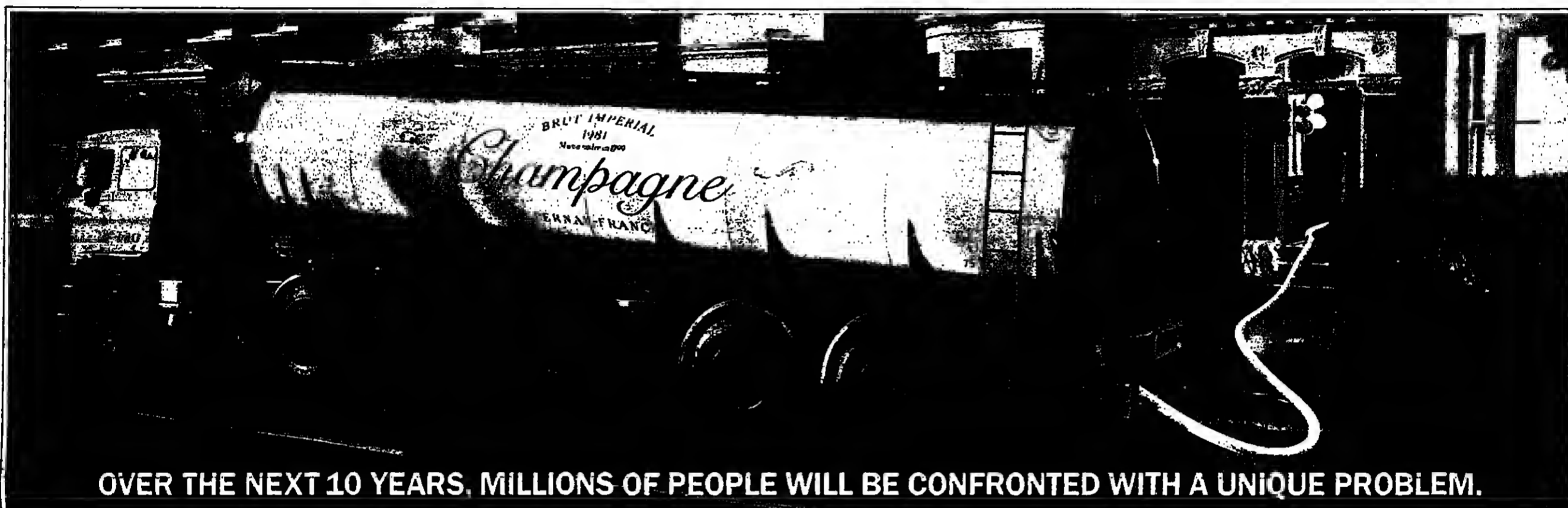
It is they who are set to become the "nouveau riche" of the 90's and beyond. And they will, in a very real sense, owe it all to their parents.

For it was the post-war generation who first enjoyed widespread home ownership. Now retiring in their millions, they will soon be conferring their wealth upon their already affluent 40 and 50 year old children.

A portentous event when one considers that even a modest estate can now be expected to top the £100,000 mark.

In fact, estimates predict that by 1997, parents passing away will pass on a staggering £24 billion a year. (240% up on current levels.)

Undeniably, the impact of this quiet, yet colossal transfer of wealth will be immense. It will affect



**OVER THE NEXT 10 YEARS, MILLIONS OF PEOPLE WILL BE CONFRONTED WITH A UNIQUE PROBLEM.**

companies big and small, old and new, progressive and old-fashioned alike. It will doubtless affect you and your company. After all, millions of dutiful sons and daughters will be presented with dauntingly large legacies.

But will they spend, spend, spend? Or will they use their vast discretionary wealth with discretion?

Will they, as some pundits predict, fritter their money away on the likes of fritto misto di pesce and moules à la crème; German fitted kitchens; Milanese designer furniture; winter holidays in St Lucia and summer jaunts to gîtes in the Camargue?

Or will they, as rival experts would have us believe, plough their considerable capital into the City's money markets?

As it is, 1 in 5 adults now hold stocks and shares of one sort or another. 1 in 3 have taken out their own private pension plan. 1 in 10 have decided to invest in private health care. These figures could advance dramatically given sufficient nouveaux inheritors with sufficient financial perspicacity. No area of finance would remain untouched.

Private education, for example, could become a realistic and popular option for legions of middle class families overnight.

Whilst an ever-decreasing retirement age and a less munificent welfare state could bring pension and private health care planning to the front of millions of minds.

The vagaries of luck and fate need not decide your company's eventual response to all this, though. You can start doing something about the matter today, just by thinking ahead.

For forward planning is the only answer. An answer that we at Ernst & Whinney have put into practice for companies of all sizes and complexions. In all probability, your company could benefit from contacting us. After all, without wishing to blow our own trumpet, we do have a wealth of experience.

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TECHNOLOGY

# An on-the-counter revolution

Louise Kehoe on the brave new world of desk-top computers

THE LATEST in personal computer technology - super fast powerful machines with huge memory capacity - is irrelevant to most pc users. While the new high-performance products launched recently by IBM and Compaq Computer may extend the market for specialist computers into new specialist application areas such as computer-aided design, they do not add to the mainstream market for office applications.

Using such machines to perform regular word processing and R&D sheet analysis tasks is rather like serving hot dogs on a silver platter. The machines are too expensive and grand for the job.

Far more significant is a class of personal computers that is expected to emerge over the next few months and is designed to serve the needs of the majority of business and personal users. These machines, which will initially sell in the \$3500-\$6000 price range could quickly set a new standard for office desk-top computers.

Based on a new Intel microprocessor called the 386SX, these

computers will incorporate many of the performance advantages of the latest, more expensive personal versions at a small price premium over existing standard products such as the many clones of IBM's old pc "AT", or IBM's newer mid-range PS/2 Model 50, all of which employ Intel 286 microprocessors. Compaq Computer's new Deskpro 386S, introduced on Monday, is the first of many such machines that are expected to be announced by major personal computer makers this year.

Industry analysts foresee a major shift toward the "386SX" class of personal computers as buyers recognise the advantages of the new machines.

The 386SX could render obsolete the 286 machines, but Compaq and others maintain that this will not happen. By adjusting

prices the computer maker aims to reposition the 286 machines, which represent over 50 per cent of its unit sales, as low-end models. Already, both Hewlett-Packard and NCR have responded with price reductions on their 286-based personal computers.

"Over a period of years we expect to see machines based on the older Intel 80386/80386 microprocessors pushed out of the business market," says Mike Swavely, vice-president of marketing and sales at Compaq.

Price conscious buyers will continue to buy 286 clones, Intel predicts. "We expect to see 286 sales continue to grow for another couple of years," says Claude Leglise, Intel's director of marketing for microcomputer products.

For US personal computer

makers such as Compaq, the 386SX represents a route out of the fiercely competitive low-end of the personal computer market, and a way to bolster their lucrative mid-range sales.

The big winner from this development will be Intel Corporation, the sole supplier of the 386SX microprocessor. Intel shared the sales of earlier generations of its microprocessors, including the 8086 and 286 with licensed "second source" chipmakers. These arrangements helped to establish Intel micro as standards for the personal computer industry, but Intel faces stiff competition from its licensees.

With the 386 generation, Intel is determined to get a higher return on its design and development investment. The company

has refused to second source the chips.

Intel claims that it can meet demand for the 386 and the new 386SX by expanding its production capacity and has guaranteed customers that it will reduce prices quarterly, to simulate the conditions of a competitive market.

"We would prefer not to have only a single source, but it is a reasonable risk to take," says Compaq's Mike Swavely. Olivetti, which plans to launch a 386SX personal computer later this year, expressed confidence in Intel, suggesting that as one of the largest computer manufacturers in Europe it can wield some influence over its suppliers.

If, however, as many analysts predict, the 386SX quickly becomes the "workhorse" of the personal computer market, then

Intel may be faced with the task of placating dozens of personal computer makers, each wanting a "special" relationship with its supplier.

With its sole source strategy, Intel runs the risk of splintering the hardware standard that microprocessors have helped to create.

Hints of what may lie ahead are already visible in the computer workstation and minicomputer markets, where groups of computer makers are joining forces in attempts to establish software standards for dissimilar computer hardware. These developments suggest that personal computers could similarly become non-standard hardware "platforms" which hide their true nature from the end user through layers of interface software.

While Intel's new 386 may in the short term set a new standard for businesses personal computer performance, the chip maker's determination to "own" the market for its chips could ultimately reshape the industry it has played a large part in creating.

## WORTH WATCHING

Edited by Geoffrey Charlish

### CAD system

**SIEMENS.** THE West German electrical and electronics group, is offering a computer-aided engineering and design system, aimed at electrical designers, which is able to produce equipment front panel layouts and circuit designs at the same time.

Called Siggraph-ET, the system provides a complete range of scaled symbols for both mechanical and electrical items, allowing the best panel design to proceed along with the circuit work. The physical spaces for connections behind the panel are defined and managed so that workshop assembly of the product itself is simplified, with adequate space for wiring and the use of tools. Design work is easily carried out on the screen and the software performs plausibility checks on each move the designer makes (to avoid wiring clashes for example).

### Useful rubbish

**TWO-YEAR-old** West Midlands rubbish at Allsop Hill landfill site will be used by UK company Ternac Econowaste in a plan to provide some 2,000 homes, or an average sized factory, with electrical power.

Production is expected to start later this year. Methane gas from the decomposing rubbish will be used to drive generators which, during the day, will run plant at the nearby Hallstone Quarry. At other times the energy will go into the national grid.

### Pricing a network

**SOFTWARE FROM** Christie Electronics of Stonehouse, Gloucester, allows communications and data transmission executives to cost existing and planned network circuits, whether they have been obtained from British Telecom or its rival, Mercury. It is claimed that many hours of research and planning can be avoided, reducing costs.

The software, called Networkprice, is for use with IBM personal computers and com-

patible machines. Supplied with the names of the interconnected locations in a network, it can then show the precise financial effect of any tariff changes. Similarly, with all the necessary information held in the database, the system can show the minimum cost routing for any additions to the network.

### Secretaries and PCs

**RESEARCH CARRIED out** in the UK by a software company (Lotus) and a recruitment and training company (Manpower), throws some interesting light on the use of personal computers by secretaries and what they and their bosses think about PCs in general.

Three years ago only about 20 per cent of secretaries spent more than half their time working on PCs.

Today, over 50 per cent are doing so and the report says that if used productively, the time recaptured would be worth several hundred million pounds in the UK alone.

However, the research reveals that although skills have been added and the work becomes more interesting, only a minority have won higher pay.

There is now emerging an elite, says the report, who have developed their skills in using management software so that work is being delegated to them. A small but significant minority are advancing their careers in this way.

An important issue for personal staff is managing the productivity gains that PCs deliver in the secretarial day. One way, says the report, is to encourage managers to delegate even more computer work to their secretaries.

Called "Secretaries and IT - which way for the future?" the report is available from Manpower at £25.

### Contacts

Manpower: UK, 0763 73111. Ericsson Radio Systems: Sweden, 101 73730. Christie Electronics: UK, 0272 84226. Ternac: UK, 0452 30747. Siemens: UK office, 0263 75222.

ONE OF the main aims of Third World aid is to help local populations to help themselves.

In farming, this has led a number of aid organisations to concentrate on developing simple technology involving equipment which can be maintained locally. Now the same principle of providing appropriate technology is being applied to tiny enterprises, the development of which offers some hope for the recovery of their countries' beleaguered economies.

These non-farm units of production, employing less than five people and using a minimum of capital, use local materials, cater for local markets and are usually run by people with little formal education. Often they operate outside the official economy and a large percentage are run by women.

These "micro-enterprises" cover virtually every field of human activity, notably making clothes, processing food, baking bread, milling, dry cleaning, handicrafts and the repair of vehicles, shoes and electrical goods.

Although they provide employment for substantial numbers of people, they are often hindered by government policy. When help is available, it is usually in the form of credit rather than technology.

"Micro-enterprises are big business" was the banner at a recent conference in Washington, hosted by the World Bank and other aid agencies, which considered the potential and the problems of these enterprises and identified ways in which international support could be given.

The chief constraints on growth are technological, according to Matthew Ganser and Frank Almond, of Intermediate Technology Development Group (ITDG), based at Rugby in the UK. Their message to the conference was that micro-enterprises "pose great tech-

## John Madeley on the application of technology to the tiniest of enterprises

# A small ray of hope for Third World economies

nological problems which finance alone can rarely resolve."

Ganser and Almond point to three main problems faced by micro-enterprises:

● Limited availability of tried and tested production systems for small-scale decentralised operations.

● The need to work in conditions of uncertainty, particularly in the supply of raw materials and equipment.

● Government policies that restrict the producers' abilities to use even those limited materials and techniques at their disposal.

While large producers often have a selection of technological packages to choose from, their small counterparts can rarely draw upon "off the shelf" products.

The "micro-baker", for example, has none of the technological facilities available to larger businesses. He or she needs help, say Ganser and Almond, to assess available raw materials and to use them to develop ovens that can be maintained locally.

Timber is often the only affordable fuel for these bakers "and baking bread with wood is difficult," says Almond. Intermediate Technology has helped develop a drum oven in Malawi and its use is being spread through a national small enterprise programme.

The aim was to overcome the problems of heat loss and fuel wastage associated with the traditional beehive-shaped oven, in which a fire was lit to heat the oven, then the ashes raked out before baking. The whole thing would then cool down and have to be reheated for another batch.

As timber tends to be costly and scarce, fuel efficiency is a vital part of the drum oven's design. A 40-gallon oil drum is laid horizontally over a firebox and the whole structure is insulated with bricks and mud. This enables burning to go on efficiently in parallel with the baking.

Another common problem in African villages, say Ganser and Almond, is the lack of techniques suitable for the exploitation of local opportunities.



Blacksmiths, for instance, could strengthen local economies by making more agricultural implements, but are often constrained by inadequate forges.

"Advice on upgrading available metal scrap through simple tempering procedures can greatly increase the range and durability of their products," say Ganser and Almond.

For example, blacksmiths need to recycle the springs of cars and lorries to obtain tempering steel from which they can produce cutting edges. The springy but hard steel has first to be softened so that it can be cut and shaped. This involves heating the steel to the right temperature and then cooling it very slowly. After shaping, the metal has to be rehardened by tempering - heating it again but to a lower temperature and then cooling it. Intermediate Technology has helped with training, for example, by showing workers how to recognise the heat of the metal by its colour.

Government policies are often a hindrance to micro-enterprise growth.

"Policy constraints are common in the building materials and construction sector," Ganser and Almond point out. "While almost all developing countries possess deposits of limestone and puzolanic (volcanic ash) materials which could be extracted in small mining operations, most still maintain building codes that require the use of Portland cement in all construction - usually copied verbatim from European building regulations."

The use of local building materials would not only increase local incomes and generate jobs, but also save scarce foreign exchange.

While changes in government policies can assist microenterprises, Marilyn Carr, adviser on small enterprise developments to the United Nations Development Fund for Women (UNFEM), believes that non-government organisations are in a better position to offer practical help. "Government agencies are often too far removed from microenterprises to really understand the problems they face," she says.

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UK NEWS

CAA to review air traffic handling

BY MICHAEL DOHNE, AEROSPACE CORRESPONDENT

A STUDY on handling the increasing air traffic over London and the south-east is to be undertaken by the Civil Aviation Authority at the request of the Government...

planned airports and other facilities, including those outside the region. It would also seek to promote competition among airlines and encourage "sound and competitive multi-airline industry in Britain with a variety of characteristics serving the whole range of travellers' needs."

Mr Chapman said that the inquiry might be inappropriate for him to introduce ideas for traffic distribution made by airlines and other interested parties. These included frequency capping at Heathrow - restricting the number of services permitted per hour - and giving priority to certain types of scheduled traffic during peak hours at Gatwick.

Mr Chapman said that the inquiry might be inappropriate for him to introduce ideas for traffic distribution made by airlines and other interested parties. These included frequency capping at Heathrow - restricting the number of services permitted per hour - and giving priority to certain types of scheduled traffic during peak hours at Gatwick.

Managers' charter idea comes under further fire

By Michael Stapleton

MR TOM PETERS, US co-author of the best-selling management book, In Search of Excellence, yesterday launched a withering attack on British plans to create a national qualification of chartered managers.

Hurd promises shake-up in broadcasting system

BY RAYMOND SHODDY

MR DOUGLAS HURD, the Home Secretary, last night suggested that the BBC television licence fee, presently paid by every viewer, should not be regarded as immutable. He also called into question the future role of the Independent Broadcasting Authority, which regulates the commercial channels.

ing of broadcasting, Mr Hurd said, was right "and I am sure that this is a direction in which the BBC should move." The industry considers it unlikely, however, that a replacement for the licence fee, which is now indexed to retail prices, will be dealt with in the planned 1989/90 Broadcasting Bill. It is thought more likely that the issue will be one for the mid-1990s.

of standards to continue the detailed scheduling arrangements now conducted by the IBA?" Mr Hurd asked. The Home Secretary also questioned whether transmission might not in future be separated from the provision of programmes - a thought apparently drawn from Peacock proposals for a single transmitter authority broadcasting both BBC and ITV programmes.

Too few inspectors for hazard waste sites

By John Hunt

CONCERN over the lack of government inspectors to deal with the steadily rising imports of hazardous waste into the UK was voiced yesterday as the Hazardous Waste Inspectorate publishes its third report.

Government promises review of 'poor quality' statistical data

BY PETER RIDDELL, POLITICAL EDITOR

THE GOVERNMENT is to undertake an immediate review of the quality of official economic statistics following strong criticisms by a House of Commons committee and by City and business economists.

The cross-party Treasury and Civil Service Committee said in its budget report in May that it regarded "the problems of official statistics as sufficiently serious to warrant a thorough review."

The four-strong review team will be headed by Mr Stephen Pickford, head of the Treasury's economic briefing division.

Rise in construction output is forecast to last 18 months more

BY ANDREW TAYLOR

THE RISE in British construction output is likely to continue for another 18 months, according to a forecast published yesterday by the National Economic Development Office.

output to peak this year and decline in 1989. Nedo says a continuing rise in commercial orders, together with work on the Channel tunnel, has led to a revision in its forecasts. It now expects the end of the current construction boom to be delayed until 1990.

Private industrial construction is forecast by Nedo to increase by 14 per cent this year, including work on the Channel tunnel. The organisation says prospects for industrial investment beyond this year look better for plant and machinery than for buildings.

EC groups show strong interest in Manchester light rail plan

BY IAN HAMILTON FAZEY, NORTHERN CORRESPONDENT

MORE THAN 100 serious inquiries - including some from other European Community countries - have been received from companies interested in designing, building and running Britain's first city centre light rail transit (LRT) system in Manchester.

submissions next spring. The final choice is expected in autumn 1989. Design and construction will take two years, with the first LRT's running by early 1992.

Design will be more technical than concerned with appearance. The Greater Manchester Passenger Transport Authority and Executive, which will award the contract, yesterday revealed the LRT's name - Metrolink - and showed off its orange, grey and white livery.

The consortia will be given technical and operational guidelines for the design work, but the result will have to conform to the style unveiled yesterday.

Index may show slower growth

BY RALPH ATKINS

CYCLICAL INDICATORS for the UK economy may be consistent with a slowdown in economic growth this year, the Central Statistical Office said yesterday.

one year in advance, showed no change in May compared with the previous month. However, the April value of the index has been revised to show a fall compared with March. This continued the decline since the middle of last year.

The shorter leading index, looking at turning points six months ahead, also declined in April. The CSO said recent values of the indices are subject to revision and any interpretation remains provisional.

Rolls Royce buys second industrial enterprise

By Lynton McLain

ROLLS-ROYCE, the aero-engine giant, yesterday announced that it has bought its second industrial acquisition in just over a year, in line with the policy of the board to diversify.

The company has purchased a project for automated manufacturing using computerised pictures from the receivers of Reflex Automated Systems and Controls.

Reflex was set up by a venture capital group in 1985, but went into receivership in April this year.

Rolls-Royce was already involved with Reflex as part of a consortium developing the project for a new generation of automated manufacturing control systems.

Reflex was working on a project within the consortium, called Cimpics (computer integrated manufacturing through pictures).

This was to provide computerised control and scheduling systems with the aim of improving efficiency in manufacturing companies. Rolls-Royce has acquired, for an undisclosed sum, those assets of Reflex Automated Systems and Controls that are relevant to the Cimpics project.

Advertisement for 'WILL POWER' featuring a portrait of a man and text: 'Please use your WILL POWER to help us grow old with dignity. When you are deciding how you will benefit others, spare a special thought for a charity that's different.'

Advertisement for Simpson's SALE STARTS TODAY. Features a list of clothing items and prices: MEN: DAKS three-piece business suits £259-£179, DAKS double-breasted blazers £155-£129, DAKS wool trousers £59-£47. WOMEN: DAKS wool suits £315-£235, DAKS wool skirts £79-£49, DAKS poly/wool trousers £59-£49.

Advertisement for HENLEY ROYAL REGATTA LAST CHANCE! Sunday 3rd July only. Up to 90% discount. Luxurious glass-fronted private chalet in exclusive riverside corporate hospitality village.

Large advertisement for Ferrier Lullin & Cie SA. Includes a table of Key Data: Net Revenues (1986: 61.1, 1987: 69.1, +13), Operating Income (30.3, 33.0, +9), Net Income (14.3, 16.0, +12), Dividends (5.4, 6.0, +11), Total Assets (350.0, 478.0, +37), Capital and Reserves (68.7, 78.5, +14), Staff (227, 249, +10). Also includes a graphic of a car on a road and text: 'SHOULDN'T IT BE DOWNHILL? Take the easy route to running a company fleet.'

Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes



MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes

# Cadbury Schweppes increased their European soft drinks profits by 59%. They started by helping the market go dry.



That's dry as opposed to sweet; light and sophisticated as opposed to fizzy. In short, 'adult' soft drinks.

The reasons for this market shift are all wrapped up in the current emphasis on healthy living: cutting down on alcohol, cutting down on sugar etc. (but, for a soft drinks company with its top screwed on, no reason for cutting down on profits). Cadbury Schweppes simply repositioned existing brands that matched changing tastes and introduced a totally new dry range.

### Uncommon Marketing.

The Common Market is becoming a reality. 1992 will herald the arrival of a formidable market of over 320 million thirsty consumers. We have prepared for that opportunity with a strategy that treats Europe as one entity but still allows us to recognise and cater for individual local needs.

Two highly successful examples of this strategy, developed by our local management and franchised bottlers, are Schweppes Tonic Water and Canada Dry. These classic old mixers are now seen as classic new straight drinks in many parts of Europe. In fact the Spanish market now consumes more Tonic than the British.

New product development has also been important. Sophisticated palates in France and Italy were specially catered for by the introduction of two subtly different, dry ranges. Ranges that have become so de rigueur, that our market share has increased significantly.

### Uncommon Profits.

Increased manufacturing efficiency has freed funds for higher marketing investment. As a result, as tastes have grown up in continental Europe, so have beverages profits. Last year, through marketing efforts and the acquisition of Canada Dry, they exceeded £31m, a 59% increase on the previous year. And with the preparation complete and ready for 1992, the taste can only get sweeter (unlike our products).

But this isn't just a European success story. Indeed it might be called an international best seller. In the words of Chief Executive Dominic Cadbury:

"Global brands require strong local management and this combination grew our earnings per share by 33% last year."

**Cadbury Schweppes**

MANAGEMENT PROVEN IN THE MARKET PLACE

MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes

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UK NEWS

Ulster police chief announces his retirement

BY KIERAN COOKE, DUBLIN CORRESPONDENT

SIR JOHN HERMON, the Chief Constable of the Royal Ulster Constabulary, has announced his intention to retire by the end of next year. Sir John has been head of Northern Ireland's police force for the past nine years. "I would say in all probability I will not give an exact date," Sir John said yesterday. His position is regarded as the toughest job by far in the British police. The RUC is now one of the most highly trained and well equipped police forces in the world. It has more than 10,000 members and a budget of more than £1m per year. Sir John has been a highly controversial figure in Northern Ireland, admired as a tough "no nonsense" policeman but frequently accused of high handedness and of interference in local politics. Allegations that members of the RUC followed a "shoot-to-kill" policy in parts of Northern Ireland in the early 1980s have dogged Sir John's term in office. He said yesterday that a decision would be made "within days" on whether to take disciplinary action against RUC members arising from incidents surrounding the shoot-to-kill allegations. Sir John said he was now studying a report prepared by Chief Constable Charles Kelly of the Staffordshire Police on whether or not RUC officers had attempted to pervert the course of justice. Earlier this year relations between London and Dublin were severely strained after Sir Patrick Mayhew, the British Attorney General, announced that it would not be in the public interest to prosecute RUC officers said to have been involved in a perversion of justice. Sir John is credited by many with standing up to a campaign of demonstrations and intimidation by Protestant loyalists which followed the signing of the 1985 Anglo Irish agreement. His tenure in office has also coincided with a period of so-called "Ulsterisation" of security in Northern Ireland, under which the RUC has taken on the primary role in trying to maintain order in the province.

Grand Met in £27m leaseback deal for trucks and trailers

BY KEVIN BROWN, TRANSPORT CORRESPONDENT

GRAND METROPOLITAN Brewing yesterday announced what is believed to be the UK's biggest ever sale and leaseback deal for physical distribution equipment. The deal, worth around £27m, covers 500 trucks, 250 trailers and 800 lift trucks. It reflects a growing trend towards leasing in the distribution industry. Grand Metropolitan said its trucks and trailers would be bought by Ailsa Truck Finance, the financial services arm of Volvo Trucks (Great Britain). Ailsa will replace the fleet with new Volvo vehicles over the following five years. The sale and replacement programme is worth £22m. The lift trucks will be bought by Barlow Handling, the UK distributor for Hyster fork lift trucks, and will also be replaced over five years. "More and more people are coming to realise that distribution is part of the total business proposition." "It is a way of adding value rather than simply a cost. It is an area which has been neglected, but we are going to see more of these deals," he said. Mr Barrie Cloud, chief executive of Ailsa Truck Finance, said the deal was "another major sign of the growing momentum behind the shift from direct purchase to leasing by companies seeking to acquire and operate vehicles in the most cost effective way." A recent survey indicated that around 15 per cent of lift trucks in use in the UK were leased, while the owners of a further 46 per cent of trucks were considering moving to leasing. The position in the truck industry is thought to be about the same.

Fierce fight expected for oil licences

By Maurice Samuelson

DEMAND for all rights in the forthcoming 11th round of offshore licensing will be highly competitive, Energy Minister Mr Peter Morrison said yesterday. "Some 200 licensing blocks are expected to be offered to the oil industry in about three weeks. The blocks are in the northern and southern parts of the UK sector of the North Sea and around Shetland and will include "infill" areas adjacent to existing oilfields. The area offered will be half as big again as that in the 10th licensing round a year ago. Mr Morrison said the Government would look carefully not only at all companies' proposals but at their recent performance on the UK continental shelf. Emphasising the need for increased technological expertise in tapping the oil reserves, he said the present "surge of confidence" could never have been achieved without oil companies' adopting new technology. He was speaking at the launch of Tigris, a 7m computer software project for improving the evaluation and prediction of reservoir performance. Tigris (Integrated geoscience and reservoir engineering software system) is funded jointly by industry and the Government.

Pension fund management fees 'under half US levels'

BY BARRY RILEY

BRITISH PENSION funds pay much less than half the level of fees to outside investment managers incurred by their US counterparts, according to the first survey of UK pension funds by the US consultants Greenwich Associates. However, the consultants argue that hidden costs are being incurred by the UK funds, and they would do better to accept higher direct fees while insisting that backdoor charges are eliminated. "The managers are not making enough money on disclosed fees to produce the returns the clients are anticipating," said Mr Roger Smith, the Greenwich partner in charge of the survey. Greenwich interviewed officials at 350 large UK pension funds (defined as having assets of £50m or more) last April. The aggregate assets of the funds were £1.55tn, about three-quarters of the industry total. In a preliminary or "flash" report, the consultants disclose that the fees paid to all outside investment managers average 18.5 basis points (0.185 per cent). But the median level - that is, the level which half the funds are above and half below - is only 13 basis points. In the US the average pension fund fee for active management is closer to 50 basis points, and in addition the funds pay 5 or 10 basis points for custody, a service which is usually included at no extra cost by UK managers. Perhaps because of these high costs, increasing numbers of US pension plans are using passive, or index matching, managers which charge only about 10 basis points. However, some UK managers are now pressing for higher percentage fees in the wake of last year's stock market crash which has reduced fund managers' incomes. In addition, various extra or hidden charges are imposed. For example, there are often additional charges on deals in foreign securities, and managers can receive "soft" commissions paid by client funds. According to Mr Roger Smith, pension schemes should be willing to pay higher fees, on the basis that extra returns can be measured and assessed. The Greenwich survey also suggests that pension scheme officials are low paid compared with their US counterparts. Total compensation (salary plus bonus) ranges from £41,000 in the biggest (£500m-plus) funds to £27,000 in the smaller schemes. The overall mean is £32,700. According to Mr Smith, such pay levels are not likely to attract executives of a calibre commensurate with the importance to companies and the country at large of effective management of their enormous assets tied up in pension schemes. In the US the typical pension plan official received just over \$80,000 in 1987, according to the similar Greenwich survey of the US corporate pensions industry.

ITN plans £5m modernisation

BY RAYMOND SNODDY

INDEPENDENT Television News is planning to spend an extra £5.5m in the coming year, most of it on new technology including electronic news gathering cameras which can be operated by one person. These will be used in all except potentially dangerous situations and these where urgency is an issue. The company, a jointly owned subsidiary of Britain's 14 regional independent television companies, will also be buying remote-controlled studio cameras as part of its 1988-89 budget. Mr David Nicholas, ITN's editor and chief executive, said yesterday the introduction of new services such as Super Channel News had cut the overall cost of production at ITN from £120,000 an hour to just over £60,000. He added that ITN would be holding talks to see whether it might provide a service for Mr Rupert Murdoch's planned satellite channel Sky News. ITN also said yesterday that it had sold its first documentary aimed at the overseas market to Dutch television and would be looking at the possibility of more such special productions branching out of its basic news output.

London tops survey of business locations

LONDON is Europe's cheapest living, personal tax, office overheads location, despite sky-high property costs, according to a survey. Tzack Turner, an executive recruitment company, has worked out an index designed to find the most attractive European city in which to set up and run a service business. It takes into account cost of

London is the cheapest city, followed by Copenhagen and Amsterdam, with Zurich the most expensive. Paris, Frankfurt and Brussels score in the middle range of the cost index.

Clive Wolman examines the effects of this week's European Court tax ruling on value added tax

VAT stays the same - but only for some

THE EUROPEAN Court ruling that the British Government must impose value added tax on construction, fuel, water and other services supplied to companies would have no effect at all if VAT was a pure tax on value added. The most distinctive feature of VAT is its cascading effect on each stage of the production and distribution chain. Any change of the sort proposed by the European Court, which affects VAT levied at an early stage in the chain, should be neutralised automatically at the next stage without affecting the final consumer. Thus, as a result of the change, a construction company will have to charge VAT on the factory it builds for, say, a vehicle manufacturer, just as a component supplier charges VAT on the parts it sends. The manufacturer will then recover from Customs and Excise the full value of the VAT payment on the factory, while itself charging VAT on the value of the vehicles it sells to the wholesaler. The difference between its VAT charges and recoveries reflects the value it has added - and that will not be affected by the change. Similarly, companies that sell zero-rated products, such as supermarkets selling food, can reclaim any VAT they have had to pay without then charging VAT to the final customer. The only difference that Tuesday's ruling makes to the VAT paid by companies will be a few minor changes in the timings of their VAT payments and recoveries - unless they have to deal with a third VAT category, tax-exempt supplies. These include most, but not all, forms of financial services, such as banking, insurance and pension funds, and private medical and educational services. The ruling may also affect holding companies if they supply head office services, typically legal and treasury services, without charging their operating subsidiaries. Like supermarkets, banks and insurance companies do not have to charge VAT on most of their services to customers. But unlike supermarkets, they cannot recover the VAT they have paid on the supplies they have bought, for example their computers and office rental payments. Property companies also fall into the VAT-exempt category, and would have been hit hard by the new ruling through having to pay VAT on their construction costs. However, the Government is to allow them to charge VAT on their rental payments and to recover the VAT on their construction costs. That concession accounts for most of the reduction in the anticipated additional VAT revenue to the Government from the change from £425m in a full year to £160m. It will result in no extra costs for anyone except banks, insurance companies, private hospitals or schools that are tenants of property companies. They will be unable to recover the VAT on the rentals. Some private health insurance agencies estimate that the change might mean an extra £10 a day on private hospital charges. Tax law normally allows companies to pass on to their customers any VAT charges resulting from changes in the imposition of the tax, unless the contract between the two parties explicitly rules it out. However, the extent to which property companies can pass on the VAT charge to financial institution tenants will depend not only on the terms of their leases but on their overall bargaining strength.

UK ECONOMIC INDICATORS

Table with columns: Ind. prod., Exp. order, Eng. order, Retail, Retail value, Unemployed, etc. Rows for 1988 and 1987 quarterly and monthly data.

Table with columns: Consumer goods, Invest. goods, Intermediate goods, etc. Rows for 1988 and 1987 quarterly and monthly data.

Table with columns: Export volume, Import volume, Visible balance, Current balance, etc. Rows for 1988 and 1987 quarterly and monthly data.

Table with columns: M0, M1, M2, Bank lending, etc. Rows for 1988 and 1987 quarterly and monthly data.

Table with columns: Inflation, Wholesale prices, Retail prices, etc. Rows for 1988 and 1987 quarterly and monthly data.

PRICE WATERHOUSE and the FINANCIAL TIMES CONFERENCE ORGANISATION present CAPITAL MARKETS WORKSHOP

11-13 JULY • 12-14 SEPTEMBER • 17-19 OCTOBER 7-9 NOVEMBER • 7-9 DECEMBER The risks involved in trading often complex instruments in the capital markets are very clear and the events of last Autumn make the problems even more immediate. In these workshops a panel of Price Waterhouse and banking industry experts examines the risks and explains how they can be managed successfully. Speakers will be drawn from a panel including: Jonathan Britton, Finance Director, Swiss Bank Corporation International Ltd; Graham Stansbury, General Manager, Norwich Bank International plc; Kevin Lee, Assistant Director, Treasury and Trading Group, Barings Brothers & Co Limited; Bob Fuller, Director, Capital Markets, Charterhouse Bank Limited; John Forgyth, Director, Morgan Grenfell & Co Limited; Paul Hambury-William, Assistant Manager, Barings Brothers & Co Limited; Michael Hempsford, Assistant Director, Baring International Limited; Richard Kibbey, Managing Director, Capital Markets, Charterhouse Bank Limited.

NEW INTEREST RATE BASE RATE Increased by 0.5% to 9.0% per annum with effect from 23rd June, 1988. MIDLAND BANK PLC, 27 POULTRY, LONDON EC2P 2BX

bank leumi (uk) plc Base Rate Bank Leumi (UK) plc wishes to announce that with effect from Thursday 23rd June 1988 its base rate for lending is increased from 8½ per cent per annum to 9 per cent per annum. bank leumi בנק לאומי

YORKSHIRE BANK Base Rate With effect from close of business on Wednesday 22nd June 1988 Base Rate is increased from 8½% to 9% All facilities (including regulated consumer credit agreements) with a rate of interest linked to Yorkshire Bank Base Rate will be varied accordingly. Yorkshire Bank Head Office 20 Merrion Way, Leeds LS2 8NZ

'Old Soldiers Never Die...' but as they fade away they so often need our help. Please give so we can give to them. TO: THE ARMY BENEVOLENT FUND DEPT. FT, 41 QUEEN'S GATE, LONDON SW7 5HR

West German Banking, Finance & Investment The Financial Times proposes to publish this survey on 12th July. For a full editorial synopsis and subscription details, please contact: Darren Dodd on 01-248 8000 ext 3472 or write to him at: Bracken House, 10 Cannon Street, London, EC1A 4JY. FINANCIAL TIMES

ARTS

National Gallery/David Piper

Avant-garde Russian taste

Thirty-eight French Paintings from the USSR have moved into the National Gallery in London (until September 18). In response, 38 paintings from the National Gallery will travel to Russia shortly...

as likely, vice versa. In "La Bouteuse" (title doubtful) speculation as to the relationship of the two protagonists could be endless...

announcing in his Andromache mourning over the rigid, naked corpse of Hector, the austere gesture and the tragic declamation of heroic neo-classicism...



One of the earliest pictures: "La Proposition Embarrassante" by Watteau

four shown (all late ones) are his, though the most satisfactory one was Morozov's, an unusually sumptuous still-life of oranges, lemons and apples.

for the more violent revolutionary statements. The Picasso shown here from those he owned is a very famous object, "the Dryad", or nude in the forest...

conservatory, stunning red in their gold. There is a blue pot stuffed with arum lilies, iris and mimosa, larger than life. There is Matisse's studio interior, on the wall, part of the sketch for his great "La Danse" is visible...

Nash Ensemble/Almeida

Max Loppert

One of the illuminating features of this year's Almeida Festival schedule has been the series of concerts entitled "Windows on Glasnost" featuring living Russian composers. It's never safe to generalise about anything...

Both concerts were admirably programmed to contrast established composers of middle age like Alfred Shnitke and Sofya Gubaydulina and younger ones such as Vasily Lobanov, Elena Firsova, and Dmitry Smirnov...

And in the form of Friday's British premiere of Gubaydulina's 1987 Homage to T. S. Eliot for soprano (Rosemary Hardy) and Schubert-Octet Forces, the willingness to subject the simple language to new examination and investigation received a quite marvellous demonstration.

Janacek in Prague

Andrew Clark

It is tempting to assume that while Janacek's operas have had to fight for a place in the repertoire of most international companies, they have always occupied a popular niche on home territory. The truth is somewhat different. The Czechs may be proud of Janacek, but he has never been a crowd-puller like Dvorak...

The exact and richly characterised performance he drew from the National Theatre Orchestra swept aside any lingering doubts about the true stature of Bruckner, and placed it unequivocally in the creative firmament of Katya Labanova and his three great successors, some of whose music and radiant humanity it so clearly presages.

The Woman in Black/Tewkesbury

B.A. Young

Orchard Theatre, the perpetually company from Barnstable, is touring with this novel by Susan Hill, adapted for the stage by Stephen Mallatrat. It hardly pretends not to be a novel. Before the house lights go down, Graham Colclough, as an ageing solicitor, Arthur Kippes, stands down centre and begins to read from a bound volume...

despite advice, he spends a night at Eel Marsh House. The woman makes more appearances; strange drumming noises fill the house; we hear a pony trap having an accident, followed by women's screams. The woman enters through the door we know to be locked. Kippes, braver than I go through it, to what seems the deserted nursery of a six-year-old boy.

The Strangeness of Others/Cottesloe

Michael Coveney

Creating neat links in a chain of urban disorientation is the business of Nick Ward's lushly produced new play in the Cottesloe auditorium of the National Theatre. A product of the studio rehearsal wing of the Stratford-upon-Avon, Nick Ward has followed the unmistakable promise of Apart from George, a condensed, elliptical Fenian domestic tragedy, with an equally fragmented but more diagrammatic, and longer, study in emotional and social dysfunction.

and believes he is normal, and a violently unhappy father and son who have a hold on the prostitute. These characters and situations, laid out like hits in an assassin's ledger, are linked together with some craft and originality, subtler implications left hanging in the overhang of a previous scene, or in the arrival of a shadowy presence, Nick Ward, as previously, directs his own play, operating as both a conventional Expressionist in the manner of Elmer Rice (Street Scene comes to mind) and a confident cinematic fringe auteur like Steve Shill.

Saleroom/Antony Thorncroft

Surprise Stradivari record

It was one of those days in the salerooms, with the records being set as usually as summer showers. Sotheby's had set the trend on Tuesday evening when in its sale of 19th century paintings it disposed of a vigorous painting by the French artist Eugene Delacroix, "An Arab horseman on the gallop" for \$312,000, almost twice the estimate and an auction record for the artist.

Meanwhile Christie's has done good things in its auction of literary manuscripts, including an unpublished series of over 200 letters that the poet Philip Larkin had written to his friend James Sutton when they were both in their late teens and early twenties. They include poems and drawings and are the most important archive of early Larkin likely to emerge about this redemptive man. They were bought for the Brynor Jones Library at the University of Hull, where Larkin was for many years Librarian, for \$34,100, within the forecast.

Arts guide

EXHIBITIONS

LONDON

The Royal Academy, Cézanne - The Early Years 1859-72. A concentrated and illuminating study of the formative period of the French master, from the time of the Shoguns from the 1600s until the 1860s, when Japan was seen in the outside world. Until August 14.

British Museum, Udyoye - Images of Unknown Japan. This large exhibition, of exquisite quality, brings to life the long and glorious history of the masters of the wood-block print, the magical 'floating world' of pleasure and the scenes that were the life of the Shoguns from the 1600s until the 1860s, when Japan was seen in the outside world. Until August 14.

Pavilion Des Arts. The magnificence of silverware's work in India during the reign of the Moghuls (testimony to their love of luxury. Every day utensils like saucers, knives, betel nut and cosmetics boxes are chiselled and adorned with filigree work as rich as any ceremonial objects and armour. 101 Rue Rambuteau (42.33.22.50). Closed Mondays and Fridays. Ends July 12.

back to the turn of the century and emphasizes the work of artists like Tiffany, Lawrie and Louise Nevelson who were commissioned to add art to the architecture. Ends Sept 4. New York, Pierpont Morgan Library. For a complete list of the exhibition of Beatrix Potter show the evolution of the artist and her work included are the illustrated letters, discovered only months ago, to Noel Moore that became the basis of Peter Rabbit and the entire sequence of 22 watercolours from 'The Tailor of Gloucester', lent by the Tate Gallery. Ends Aug 2.

WEST GERMANY Cologne, Romisch-Germanisches Museum, Caesar's Glass, the most important display of Roman glass ever staged. It covers the period from Caesar to Justinian, from the first century BC to the 6th century AD. The 182 pieces are mostly goods from everyday life. The exhibition is sponsored by Olvetti and runs until August 28.

TOKYO Japan Folkcraft Museum (Nihon Minshu). Komachi Prints by Mizutani Shiko and Futaba by Kawano Kanjuro, a special exhibition commemorating the centenary of the birth of the founder of the Japanese folk-craft movement, Soeten Yanagi. Includes works by the movement's two leading practitioners, Kanjuro Kawai and Sotko Minakawa. This superb collection of crafts from all over Japan is housed in the replica of an old farmhouse building which accords perfectly with the unself-conscious beauty of the objects. Nihon Minshu, Closed Mondays. Ends June 26.

VIENNA Bathing. When 1838, Vienna's city hall is commemorating the Anschluss, the German annexation of Austria in 1938, with a large and outrageous exhibition which shows how Austria reacted to Hitler's march into Vienna, and the collapse and eventual destruction of the Jewish culture. Ends June 20.

PARIS Galerie Schmitz, French masters of the 18th and 19th century. The discerning collector's eye is drawn to the exhibition spanning a period rich with style and diversity. 226, Rue Saint-Hippolyte (42.60.36.36). Closed Sundays and lunchtime. Ends July 16.

UNITED STATES

New York, American Craft Museum. An ambitious show that traces the history of American architecture



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# FINANCIAL TIMES

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Thursday June 23 1988

## Anglo-Iranian dialogue

RECENT ANGLo-IRANIAN talks in London about compensation for damage to each other's embassies, and this week's visit to Iran by a group of British parliamentarians, have inevitably given rise to speculation that Britain may be beginning to hedge from its firm refusal to bargain for the lives of hostages held by pro-Iranian activists in Lebanon.

Such suggestions are indignantly denied in Whitehall, and there is no evidence supporting them. Nor is it clear that the British Government stands to gain anything politically from securing the release of the hostages, popular though this would be in itself. On the contrary, if their freedom appeared to have been bought with financial or political concessions it would entail political costs for the government, both at home and abroad.

Abroad, the Government has made a considerable investment of diplomatic effort and political credibility in building up Britain's reputation as the only country with a rock-solid position on this issue. It can be credibly asserted, though it is difficult to prove, that British citizens are safer abroad than those of some other countries because people tempted to take these hostages can have little hope of obtaining concessions in return for their release. The early release of the British passengers on the Kuwaiti aircraft hijacked in April, with no attempt by the hijackers to obtain anything from Britain in exchange, gives some support to that view.

### Moral position

At home, in spite of considerable public sympathy for Mr Terry Waite, Mr John McCarty and Mr Brian Keenan, the Government's position has been broadly supported, and the fact that it was clearly differentiated from the French position has, if anything, reinforced that support. British ministers will have noted, moreover, that Mr Jacques Chirac did not receive the dividend he hoped for from the French electorate for obtaining the release of French hostages.

Britain's moral position may become less comfortable, however, with the passage of time, if no new French hostages are taken and French national interests do not appear to have suffered from the deal struck by Mr

Chirac. More voices might then be raised asking whether the British hostages are not being sacrificed to an abstract principle and there would be the question whether British national interests are best served by a continued absence of relations with two such important, if unattractive, Middle Eastern governments as those of Iran and Syria.

### Hindawi affair

Syria has already re-established relations with the United States, having apparently satisfied the US authorities that it is no longer directly implicated in terrorism and that it is doing its best to secure the freedom of the remaining hostages in Lebanon. Britain, more directly offended by Syria's role in the Hindawi affair (an attempt to blow up an Israeli aircraft by planting a bomb in it at London airport), remains officially unconvinced.

In the case of Iran, by contrast, it is the US which has the greater emotional trauma to overcome, aggravated by the political fallout from the discovery of the administration's crassly misconceived attempt to deal with Iran in 1985.

Syria remains a central factor not only in Lebanon but in the Israel-Arab conflict. Iran remains a country of great strategic importance, a belligerent in the most serious international war now in progress anywhere in the world, and potentially a very serious factor in the Arab world. Syria has a specific agenda of demands to make on Western powers, some purely bilateral, others connected with the Iran-Iraq war. Syria's objective is, apparently, to become the broker of an Iranian rapprochement with the West.

In theory British relations with both states should be conducted purely on the basis of those facts. In practice they cannot be, so long as either state is held responsible for the continued detention of British hostages. There is thus a sense in which Britain is obliged to link the hostage issue to the wider agenda, even while insisting that any such linkage is morally unacceptable. The enunciation of a moral principle is a relatively simple matter. Its precise application to the details of interstate diplomacy can be much more complex.

## The limits of discrimination

CITIZENSHIP requires full democratic rights, but full citizenship does not end there. There are no good grounds for arguing that special provision to counter the facts of racial disadvantage is illegitimate intervention, and that it may even inflame rather than calm.

Nor does the Thatcher Government argue these lines. It has in its legislation and its policy stance generally retained and even in minor ways extended what is a bipartisan consensus, based on a Race Relations Act (1976) which renders racial discrimination unlawful, on a Commission for Racial Equality (CRE) which is empowered to promote equality of opportunity and work towards the elimination of discrimination and on a practice within the public sector of encouraging the employment of ethnic minorities.

All this has not yet greatly affected the position of Afro-Caribbean and Asian people. They are twice as likely to be out of work as their white counterparts, they are on average worse housed, suffer more and covert discrimination. Even where they have professional or academic qualifications, they can encounter gross discrimination.

### Disadvantage

These and other facts of racial disadvantage lie behind the Commission's restatement of its plea to Government, contained in its annual report published earlier this week, to strengthen the provisions of the 1976 Act and to make special provision for black people under the operation of some of its recent legislation because it bears particularly heavily upon them.

The Government cannot escape criticism here. It may have preserved the consensus in law and in many practices, but its rhetoric has often been negative and narrow. The Prime Minister has not repeated her "swamping" aside of a decade ago, but her ministers often appear to conflate the extreme and self-defeating policies of some local authorities with wholly desirable policies in order to condemn both. Nor can the Government escape suspicion that its Immigration Act is over-restrictive on the ability of

divided black families to reunite in the UK.

It can also hinder by chipping away at the 1966 Local Government Act which allows local authority spending to counter racial disadvantage. Last year, they spent over £130m, of which government paid £104m. A review now under way will probably impose cash limits, which, demanding their severity, could see a lot of useful local endeavour choked off.

### Integration

But in pressing for a tougher Act, and for legislation on housing, education and criminal justice to be changed, the CRE is arguing that particular ethnic minorities be given a range and a depth of special provision which will cut against what should be the consistent flow of policy: to integrate them as far as possible (consistent with private beliefs and customs) in the life of the society. It is essential to punish those individuals and organisations which seek to stop that integration through racism: it is essential to take steps to put ethnic minorities on as much of the same footing as possible with others. But the UK is a country whose social order has been formed by the fissures of class rather than race. Many working class people often regard themselves as excluded, or self-excluded, from professional and other networks. In these conditions positive discrimination on race grounds has clear limits.

Business, even in a climate of increasing "social responsibility" which many companies trumpet, has still done too little. The CRE, already empowered to intervene, should be given more resources to investigate, expose and enforce. The Government can be criticised for having deepened the crisis for the poor, for having increased the size of an urban underclass, for having been too slow to address the problems of unemployment among the unskilled, the young and elderly. But that has happened to black and white alike, and if they are to be given the real rights of citizenship which a wealthy country can bestow - crucially in education and employment - that must happen to both alike, too.

## Quentin Peel assesses the mood at the Soviet Union's grass roots

OLD SLOGANS still dominate the skyline of the Ukrainian city of Sumy, with plant signs decorating a line of 1950s blocks of flats: peace, labour, freedom, happiness, and, most prominent of all, communism.

Yet the symmetry of the view has been upset in recent years. A new block, architect-designed and not mass-produced, has been inserted between happiness and communism, bearing no exhortation at all.

It is a sign of the times, perhaps, and confirmation of Sumy's status as a modern Soviet city. This is the home of the Frunze engineering school, one of the two model enterprises chosen to lead Mr Mikhail Gorbachev's experiment in real cost accounting and self-financing, a vital element in his whole economic reform process.

Yet the old slogans are also indicative of something else: economic reforms may have reached Sumy, but there is little sign of Mr Gorbachev's political ferment following in their wake. At Communist Party headquarters on Lenin Square - one of those huge concrete expanses, with a windswept statue of the leader of the revolution, much favoured by Soviet planners - Mr Ivan Grigorovich Grinsov has been first secretary for 14 years. He is a party boss of the old school, one of the 24 delegates from Sumy to next week's extraordinary party conference.

In Moscow, that conference is seen as potentially one of the most dramatic events in the history of the Soviet Communist Party. It is supposed to exorcise the Stalinist mentality and structure of the ruling party, to commit its members to a new rule of open debate, democratic elections, and a curb on their privileges, and to push through economic reforms to lift the burden of rigid central planning from industry and agriculture.

In Sumy, it doesn't really look like that. To be sure, everyone pays lip-service to the whole perestroika process launched by Mr Gorbachev, but somehow there is none of the same expectation of change. For a start, there were none of the problems of popular democracy, mass protests or the like, which occurred in some other Soviet cities, associated with the selection of delegates to Sumy. The regional committee of the party chose 24 names from the 50 put forward by party branches. The 24 went put to a party plenum, and in a secret ballot, all but three won 100 per cent support. The others came only one vote short of that.

"Maybe in some places the way of selection was not right," Mr Grinsov declared. "Here we are sure that everything was done correctly."

The list of delegates is carefully balanced - only seven full-time party officials (two fewer than at the last party congress), seven workers, three managers, and so on. To judge by the two Mr Grinsov introduced to a group of foreign journalists this week, they will willingly follow whatever political lead is given.

What is missing in Sumy is any of the soul-searching which is going on in the capital, amongst intellectuals and in the columns of the all-pervasive press.

Back in Moscow, Mr Roy Medvedev, the leading Soviet dissident historian who is only now



## Illusion of unanimity

coming in from years in the cold, is convinced that the conference will prove explosive. "There are going to be a lot of surprises," he says. "Gorbachev is working on his speech right now. In party circles they say he is preparing a bombshell."

Mr Medvedev and many of his fellow intellectuals are hoping and expecting that Mr Gorbachev will deliver the resounding denunciation of the Stalin years, and the damning criticism of the "years of stagnation" under Leonid Brezhnev, that he stopped short of at last November's 70th anniversary of the Russian Revolution.

Stalin's picture has certainly vanished from the wall of the party headquarters in Sumy, along with Brezhnev, only Lenin, Gorbachev, and Vladimir Shcherbitsky, the Ukraine party leader who has managed to survive from the Brezhnev era, remain in rather solitary splendour.

But it is impossible to erase Stalin from the industrial museum at the Frunze factory, whose wartime and post-war recovery was a tribute to his single-minded rule. "We don't say that Stalin is altogether a bad man," says Mr Grinsov. "He did a lot for the strengthening of socialism in the country, and in the struggle against the enemies of socialism. He did a lot for the development of industry and the defence of the country against the fascists. But he still made a lot of mistakes. We want to avoid making them again."

What is striking about meeting the leading party members of a provincial centre like Sumy is not that they are dead-in-the-wool conservatives in the party hierarchy, banking after the good old pre-perestroika days. They certainly would not admit to it, if they were. Rather, the uncritical way in which they appear to accept the new orthodoxy of reform suggests a failure to understand the genuine debate which Mr Gorbachev and his advisers want to promote.

The theses approved by the Central Committee for discussion at the party conference, very largely drafted by Mr Gorbachev himself, and highly critical of the lack of democracy and stagnation in the Party, are accepted in their totality. "All the Communists in the region agree with the theses," says Mr Grinsov. He naturally supports the proposal, one of the few specific plans already spelt out for the conference, to set a 10-year limit on any party official holding the same office - a limit which would immediately exclude him from power.

There is a greater willingness to expose faults in the system, such as the continuing chronic shortages of consumer goods and many foodstuffs - but only faults already identified by Moscow. The fact that Sumy, at the heart of a sugar-beet growing region, and with its own sugar refinery, is forced to ration supplies to 2 kg per person per month, is not seen as a major cause of popular discontent. It certainly is in Moscow.

At the Frunze plant, whose 25,000 workers produce pumps, compressors, and centrifuges for the chemical, gas and nuclear power industries, Alexander Voronko, the managing director has been nominated and elected as conference delegate.

For him the most important question at the conference will be that of allowing greater independence to successful state enterprises such as his own, where decisions are still overwhelmingly dictated by having to provide 85 per cent of the plant's output in response to state orders, at fixed prices.

He does believe that democratisation will be a major theme, but with a party official sitting at his elbow he is not about to spell out any thoughts of his own on the subject. The delegates from Sumy, only 24 out of a total of more than 5,000 summoned for the extraordinary conference, are almost certainly representative of the majority who will attend.

They are used to attending party congresses where every speech from the floor is submitted and approved in advance. They show no obvious sign of the intellectual ferment which the fundamental political and economic debate being conducted at the top of the party.

The question is whether Mr Gorbachev will seek to shock the delegates out of that frame of mind by the intellectual reformers who would certainly describe as a Stalinist mentality, or whether he will be forced to exploit it. It is still unclear how far he intends to go in the democratisation process. Apart from restrictions on the term of office of party officials, the theses are cast in general terms. The conference agenda is still wide open. Most observers now expect it to be set only on the opening day, after Mr Gorbachev sets the tone with his opening address.

Reformers like Mr Medvedev still believe it possible that there could be new elections to replace many of the old-timers on the Central Committee, as a vital step to ensuring that the reform process continues. Others more closely involved in the Party dismiss the suggestion as unlikely, and expect few concrete decisions there may be. The most radical are calling for live televising of the entire procedure (the opening and closing sessions will be shown), while the realists simply want the press to publish all the speeches.

So far Mr Gorbachev has shown that he can use the new-found power of openness in the press to keep his reform process going, when many in the party are clearly unhappy about it. The right-wing backlash supposedly headed by his deputy, Mr Yegor Ligachev, was successfully headed off by a co-ordinated press campaign over the past two months.

Yet that process in itself has been a denial of the debate Mr Gorbachev says he wants to promote: the conservatives in the party no longer dare speak out in defence of the past. Mr Gorbachev must decide whether he uses the mentality of the Stalin era to reform the party, or whether he dares do it in genuine open debate.

Orthodox Church millennium at the beginning of June and the Communist Party conference at the end. "Now August is looking bleak," said O'Shea. She adds that the Soviet consulates in London and elsewhere continue to issue visas to businessmen. "People still insist on coming no matter what, and they can have a real battle when they get to the hotel looking for a room."

She is a strong supporter of the Ireland Funds which last year raised over \$4m for non-political projects in both parts of the island. The Funds are already established in the US, Canada and Australia. Tuesday's dinner at Claridges saw the launching of the Ireland Fund of Great Britain to go along side.

Stop that noise  
A sign in the window of a Fulham shop: "For sale cheap, as new electric guitar and powerful amplifier. Phone... If boy answers, please ring off and call later."

Strange place  
Not just hippies but Anglicans are flocking to Glastonbury. The Archbishop of Canterbury is to be flown in to the Abbey grounds by helicopter at the weekend to address the Anglican pilgrimage. The Abbey was founded some time before the fifth century and there is a story that Christ visited the spot during his missing years with Joseph of Arimathea, his great-uncle. Blake's Jerusalem - "And did those feet in ancient time?" - alludes to it. All that remains of the legend

is a thorn tree and even that is not original. The first was destroyed by a Protestant fanatic in the 17th century and this one started as a cutting from the earlier specimen.

For centuries Glastonbury has been identified as the island of Avalon and King Arthur's grave is marked in the Abbey precincts, though again proof is sketchy. Not much remains of the Abbey which Henry VIII razed to the ground long before English Heritage as their main adversary, to take the long view rather than becoming bogged down in the minutiae of Israeli politics, and that the PLO can be ignored.

Sadly, the professor's voice is a lonely one. As he admits, the need is for a complete change in political attitudes throughout society rather than just a change of Government in this year's elections; without such a transformation those pointing out the long-term dangers will remain "islands of political wisdom surrounded by a sea of boresness and folly."

But his main argument focuses on the fundamental political shifts which have occurred on both sides since the six-day war of 1967. Among Arab states, he suggests, the loss of territory to Israel has caused the growth of greater realism beneath the old maximalist rhetoric. In Israel, the reverse has been the case.

Barakbi draws a distinction between policy and what he calls "grand design". Whereas Arab states and the Palestine Liberation Organisation maintain the grand design of wanting to see Israel disappear from the map, he says, governments and at least part of the PLO have moved in recent years to divorce this from their actual policy.

For many Israelis, however, the capture of the West Bank and Gaza Strip held out the prospect of fulfilling the grand design of control over all of "Eretz Yisrael" (Greater Israel). The result in 1977 was the election of the Likud Prime Minister Menachem Begin, and the subsequent Israeli policy of "annexation by default" of the West Bank and Gaza Strip, of which Israel is now reaping the bitter fruits.

Against this background, a demographic clock is ticking which will mean that on current trends Arabs will outnumber Jews in Israel and the occupied territories in the non-soo-distant future. Prof Barakbi was one of the first to point this out, and it is absolutely central to the debate. Given that, the Palestinians show no sign of accepting autonomy under Israeli rule. It implies that the logical consequence of current policies is the eventual expulsion of Arabs from the occupied territories.

For Prof Barakbi, there is no doubt as to where responsibility for Israel's current predicament lies: with Begin's Herut party and the ideology of Ze'ev Jabotinsky's Revisionist movement on which it founded its populist appeal.

"In recent years," he proclaims in Old Testament tones, "Israel has seen massive decline: a worsening of the public mood, the primatisation of thought, a degeneration of norms of public conduct... a magnification of domestic tensions. The responsibility for this decline belongs almost entirely to the Likud government."

This is arguably taking things too far. The Labour Alignment also bears a significant share of responsibility for the degeneration of Israeli public life, and for the current crisis of leadership within the country. So, too, does the Reagan administration, which allowed Israel to default on its obligations under the Camp David accords with impunity, and which has failed to censure disruptive Israeli policies such as settlement-building with anything like enough vigour.

In devoting insufficient attention to these points, Prof Barakbi runs the risk that his book will be dismissed by those who do not want to face the issues he raises as a narrow party-political tract. In fact, the very opposite is true. The book's merits - outweighing the defects of its sometimes turgid and repetitive style - are that it deliberately sets out to take the long view rather than becoming bogged down in the minutiae of Israeli politics, and that it strips away some of the more distorting myths still peddled in Israel about the conflict - in particular, that "Jordan is Palestine", and that the PLO can be ignored.

WHERE on earth is Israel going? It is a question which a plethora of writers has sought to address amid the recent celebrations of the 40th anniversary of the state's foundation. The omens are not encouraging, with the Government paralysed on the central issue of what to do with the occupied territories, and the population increasingly polarised by the Palestinian uprising.

Few pundits, however, have come up with so comprehensive a vision as the one presented in the latest book by Yehoshafat Harakbi, professor of international relations at the Hebrew University of Jerusalem. Israel, Prof Harakbi believes, is in danger of committing "national suicide" unless it conducts a fundamental reassessment of its position vis-à-vis peace with the Arabs in general and the Palestinians in particular. The longer the conflict remains unresolved, the more the terms that Israel can obtain in an eventual settlement will worsen, the more its own political fabric and international standing will sustain irreparable damage, the more the Arab world will be overtaken by unpredictable radical tides. Ultimately, if things continue as they are, another Arab-Israeli war will be unavoidable.

True, we have heard much of this before. Such arguments are part of the regular hallel of Israeli politics, and Prof Harakbi's book has been available in Hebrew within Israel for the last two years. But his words carry the special weight of a former head of Israel's military intelligence. They also reflect a remarkable volte-face on the part of a man who used to be a prominent proponent of the idea that the Arabs were out to drive Israel into the sea.

Prof Harakbi traces the awful symmetry whereby misperceptions and extreme stances on each side of the conflict have become mutually reinforcing - from the Palestinians' refusal to recognise Israel and the Israelis' failure to identify the Palestinians as their main adversary, to the tendency by both the Israeli right and the Palestinian left to treat the dispute as a "zero-sum game" in which control of the whole of Israel and the occupied territories rather than coexistence seems at stake.

But his main argument focuses on the fundamental political shifts which have occurred on both sides since the six-day war of 1967. Among Arab states, he suggests, the loss of territory to Israel has caused the growth of greater realism beneath the old maximalist rhetoric. In Israel, the reverse has been the case.

Barakbi draws a distinction between policy and what he calls "grand design". Whereas Arab states and the Palestine Liberation Organisation maintain the grand design of wanting to see Israel disappear from the map, he says, governments and at least part of the PLO have moved in recent years to divorce this from their actual policy.

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## How to count shareholders

APART from the lawyers, one company that has done very well so far out of the BAT bid for the Farmers Group in Los Angeles is Fulcrum Publishing Limited. Fulcrum supplied the detailed breakdown of the ownership of BAT that led to the insurance commissioner for the State of California rejecting the bid last Friday.

The commissioner concluded that BAT is partially owned and controlled by governmental entities from outside the state; therefore a takeover of Farmers would be contrary to the California Insurance Code.

The evidence for the judgement, which is subject to appeal, came in a Fulcrum document that lists the holdings of BAT shares down to four decimal places: for example, Abn Dhabi Investment Authority 0.8972 per cent, Shropshire County Council 0.0833 per cent.

Fulcrum was asked to provide it by Clifford Chance, who is acting for Farmers. It was the young company's first big breakthrough into consultancy. Previously it had concentrated on producing the reference book, The Index of Nominisms and their Beneficial Owners, which is now being turned into an annual at £110 a copy.

The problem has been getting worse for the last two months and is compounded by a series of political and cultural events which coincide with the tourist season. Liz O'Shea, Moscow representative of the Barry Martin travel company which arranges trips and accommodation for businessmen, says that the operation has become a nightmare. Her company was notified by Intourist, the state-run tourist agency, in May that there would be no accommodation from May 10 to June 10 because of the Gorbachev-Reagan summit.

Then Intourist sent another telex saying that the hotel situation would be very difficult from June 10 until July 10. The reasons given were the Russian

## OBSERVER

Orthodox Church millennium at the beginning of June and the Communist Party conference at the end. "Now August is looking bleak," said O'Shea. She adds that the Soviet consulates in London and elsewhere continue to issue visas to businessmen. "People still insist on coming no matter what, and they can have a real battle when they get to the hotel looking for a room."

She is a strong supporter of the Ireland Funds which last year raised over \$4m for non-political projects in both parts of the island. The Funds are already established in the US, Canada and Australia. Tuesday's dinner at Claridges saw the launching of the Ireland Fund of Great Britain to go along side.

Stop that noise  
A sign in the window of a Fulham shop: "For sale cheap, as new electric guitar and powerful amplifier. Phone... If boy answers, please ring off and call later."

Strange place  
Not just hippies but Anglicans are flocking to Glastonbury. The Archbishop of Canterbury is to be flown in to the Abbey grounds by helicopter at the weekend to address the Anglican pilgrimage. The Abbey was founded some time before the fifth century and there is a story that Christ visited the spot during his missing years with Joseph of Arimathea, his great-uncle. Blake's Jerusalem - "And did those feet in ancient time?" - alludes to it. All that remains of the legend

is a thorn tree and even that is not original. The first was destroyed by a Protestant fanatic in the 17th century and this one started as a cutting from the earlier specimen.

For centuries Glastonbury has been identified as the island of Avalon and King Arthur's grave is marked in the Abbey precincts, though again proof is sketchy. Not much remains of the Abbey which Henry VIII razed to the ground long before English Heritage as their main adversary, to take the long view rather than becoming bogged down in the minutiae of Israeli politics, and that the PLO can be ignored.

Sadly, the professor's voice is a lonely one. As he admits, the need is for a complete change in political attitudes throughout society rather than just a change of Government in this year's elections; without such a transformation those pointing out the long-term dangers will remain "islands of political wisdom surrounded by a sea of boresness and folly."

But his main argument focuses on the fundamental political shifts which have occurred on both sides since the six-day war of 1967. Among Arab states, he suggests, the loss of territory to Israel has caused the growth of greater realism beneath the old maximalist rhetoric. In Israel, the reverse has been the case.

Barakbi draws a distinction between policy and what he calls "grand design". Whereas Arab states and the Palestine Liberation Organisation maintain the grand design of wanting to see Israel disappear from the map, he says, governments and at least part of the PLO have moved in recent years to divorce this from their actual policy.

For many Israelis, however, the capture of the West Bank and Gaza Strip held out the prospect of fulfilling the grand design of control over all of "Eretz Yisrael" (Greater Israel). The result in 1977 was the election of the Likud Prime Minister Menachem Begin, and the subsequent Israeli policy of "annexation by default" of the West Bank and Gaza Strip, of which Israel is now reaping the bitter fruits.

Against this background, a demographic clock is ticking which will mean that on current trends Arabs will outnumber Jews in Israel and the occupied territories in the non-soo-distant future. Prof Barakbi was one of the first to point this out, and it is absolutely central to the debate. Given that, the Palestinians show no sign of accepting autonomy under Israeli rule. It implies that the logical consequence of current policies is the eventual expulsion of Arabs from the occupied territories.

Few pundits, however, have come up with so comprehensive a vision as the one presented in the latest book by Yehoshafat Harakbi, professor of international relations at the Hebrew University of Jerusalem. Israel, Prof Harakbi believes, is in danger of committing "national suicide" unless it conducts a fundamental reassessment of its position vis-à-vis peace with the Arabs in general and the Palestinians in particular. The longer the conflict remains unresolved, the more the terms that Israel can obtain in an eventual settlement will worsen, the more its own political fabric and international standing will sustain irreparable damage, the more the Arab world will be overtaken by unpredictable radical tides. Ultimately, if things continue as they are, another Arab-Israeli war will be unavoidable.

True, we have heard much of this before. Such arguments are part of the regular hallel of Israeli politics, and Prof Harakbi's book has been available in Hebrew within Israel for the last two years. But his words carry the special weight of a former head of Israel's military intelligence. They also reflect a remarkable volte-face on the part of a man who used to be a prominent proponent of the idea that the Arabs were out to drive Israel into the sea.

Prof Harakbi traces the awful symmetry whereby misperceptions and extreme stances on each side of the conflict have become mutually reinforcing - from the Palestinians' refusal to recognise Israel and the Israelis' failure to identify the Palestinians as their main adversary, to the tendency by both the Israeli right and the Palestinian left to treat the dispute as a "zero-sum game" in which control of the whole of Israel and the occupied territories rather than coexistence seems at stake.

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By Yehoshafat Harakbi  
I.B. Tauris, £14.95

WHERE on earth is Israel going? It is a question which a plethora of writers has sought to address amid the recent celebrations of the 40th anniversary of the state's foundation. The omens are not encouraging, with the Government paralysed on the central issue of what to do with the occupied territories, and the population increasingly polarised by the Palestinian uprising.

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ECONOMIC VIEWPOINT: by Samuel Brittan

# A single currency for the EC

HANOVER, in north-west Germany, is best known for having provided the reigning dynasty of British monarchs. Yet it may become better known as the place of next week's EC Summit, where the issue of a common currency and common central bank will be on the agenda, and which will be far more important than the Toronto junkie.

Few people realise how far the governments of the European Monetary System have already committed themselves. France launched the project. In Germany, it is not only Hans Dietrich Genscher, the Foreign Minister, who has welcomed it, but the Finance Ministry and Bundesbank as well. A German Cabinet resolution of February 3 stated:

"The longer term goal is economic and monetary union in Europe, in which an independent European Central Bank, committed to maintaining price stability, will be able to lead effectively support to a common economic and monetary policy."

A subsequent Finance Ministry statement, echoing the position of the Bundesbank, argued that a European central bank must be given a mandate to make price stability its primary goal and must (like the Bundesbank) be fully independent both of national governments and of other Community bodies. It should have a federal constitution but strong central management.

Some may wonder whether the Bundesbank really favours monetary union or is trying to kill the project with hard conditions. Motives will differ from one Bundesbank official to another. The one I heard suggesting that the new currency should be called the *franc fort*, acknowledging the French inspiration but echoing the town where the Bundesbank is situated, was undoubtedly keen. Others who are less so will have no choice if government leaders commit themselves - as they did to the EMS itself and did not really do to the Werner Plan in the early 1970s.

The British are characteristically the least enthusiastic. Yet an executive director of the Bank of England, Anthony Loomis, said in Strasbourg on June 15, "There may be some merit in setting in train a careful examination of the principal issues involved and the broad principles in accordance with which a bank in due course might be established." There have been suggestions for a technical study by the central bank governors and a panel of "wise men" to examine principles.

If one talks in private to monetary union supporters among the central bankers, they are clear that the governments must make their own decision to proceed and simply ask the experts how to do so, not whether. For by nature central bankers and finance ministry officials see the objections and difficulties, but respond to firm political leadership. In fact the Hanover remit is likely to be a compromise, which some will interpret as an investigation

and others as a decision. Everybody's motives are, of course, mixed. There are the politics of the Gallic grand gesture. There is the desire to reduce German domination of the existing EMS, which is covered by the slogan of "symmetry". But French and Italian spokesmen genuinely desire the German goal of price stability and want to use the monetary union to convince their own countrymen that the soft options of devaluation and inflation are gone forever.

Interestingly enough, some of the criticisms of the EMS made by Mrs Thatcher's advisers are remarkably similar to those made by monetary union enthusiasts, who, however, draw the conclusion that a move towards full monetary union is required to solve the problems. This particular penny has unfortunately still to drop in London and the conclusion that is being going to Hanover anxious not to be committed to too much too quickly.

The key issue is the abolition of exchange control and the freeing of capital movements by 1992 as part of the unified market. By then it will be almost impossible for EMS countries to pursue independent monetary policies or even to impose different reserve requirements on their banks. Except when a realignment is anticipated, interest rates will tend to converge, which will in turn require a convergence of inflation rates.

One big difference between Germany and the Latin countries relates to the use of the European currency basket known as the Ecu. The Latin countries would like the official Ecu, at present used to a very limited extent in inter-country settlements, to be unified with the private Ecu which has been used in

## Monetary union is required if the freeing of capital is not to end in disaster

a few capital market issues and proposed as a parallel currency. The Bundesbank and Bank of England are profoundly sceptical and fear the inflationary over-issues of Ecus. They see the path to monetary union through the convergence of policies so that realignments become smaller and less frequent and the existing currencies increasingly become substitutes for each other.

It is the Latin countries, however, who are keenest on formal transitional steps to limit realignments. Rainer Massa of the Banca d'Italia suggests unifying the present bilateral fluctuation rates from the present 6 per cent for Italy and 2½ per cent for the rest of the EMS to a common 3 per cent. The maximum swing between any two



countries would thus be 6 per cent. In addition realignments of central rates should be limited to 4 per cent and never more frequent than once a year. (He was speaking at a conference near Rome sponsored by the London Centre for Economic Policy Research.)

This is also a fairly standard set of ideas which featured, for instance, in the Lawson IMF plan, for avoiding the discontinuities in market rates on which speculators flourish. The Germans however fear that the weaker countries would not carry out the internal policies required to limit fluctuations, and that they would be left to pick up the pieces with intervention.

An alternative approach has been suggested by Professor Norbert Kloten of the Bundesbank Council, who would like the EMS central bankers to intensify co-operation on the basis of the existing D-Mark anchor. Only when confidence has been created, and currency divergences have been narrowed in practice, rather than by formula, will the governments go on to the next stage of harmonising monetary targets and promoting the unified Ecu.

The present Ecu is just a basket of existing currencies. Kloten and Loomis are right to argue that a battle to promote it could be a distraction from the central task of promoting monetary convergence and exchange rate stability inside the EMS. Mrs Thatcher may even have started talking about the Ecu to deflect pressure to join the exchange rate mechanism. (A genuine

parallel currency, defined against a basket of goods would be an altogether different proposition.)

Meanwhile one aspect of monetary which is becoming clearer is the senses in which it does, and the senses in which it does not, require the harmonisation of fiscal policy.

Last year's Padoa-Schioppa report on the evolution of the European Community knocked on the head the idea that governments would have to agree on the macro-economic aspects of fiscal policy, such as whether to aim for a budget, balance, surplus or deficit and of what size. An advantage of monetary union is that individual governments are able to follow their own paths here, subject to two important constraints.

First the European central bank will not print money to finance any national deficit. Secondly, the ability of each national government to borrow will be limited by the willingness of the capital markets to take its bonds without a risk premium appearing.

The position will have some similarities to that in the US where individual state governments can and do borrow to differing extents, but get into trouble if they exceed prudential limits. The need to convince the capital markets should provide an effective constraint on over-indulgence in debt finance by European governments, but without removing scope for national variation.

Another unnecessary aspect of fiscal harmonisation is the Brussels Commission's inclination towards common tax

## Lombard

# A risk-free form of investment

By David Lascelles

The \$1.4bn bail-out of two stricken Californian savings and loan institutions by the US authorities earlier this month must have conjured up for many people a picture of little old ladies having their precious savings snatched from the jaws of oblivion. Nothing could be further from the truth. The number of small savers who were at risk was negligible, and the episode highlights the hazards of operating a comprehensive deposit insurance scheme.

Depositors both in savings and loans and commercial banks in the US have 100 per cent of their deposits up to \$100,000 insured by the two official deposit insurance corporations (FDIC and FSLIC). While this has given comfort to the small investor, it has nurtured a sophisticated industry of money brokers who take advantage of this splendid opportunity for riskless investment.

## Market rates

Consider a typical case. A weakened S&L is forced to pay above market rates in order to attract the volume of deposits it needs to keep going. It is particularly keen to get long term money, so it offers premium rates for deposits of a year or more. In the Californian cases, the troubled S&Ls were offering one and a half percentage points more than their rivals, which had the additional debilitating effect of driving up rates throughout the local deposit market.

There are many money brokers who specialise in spotting these opportunities, and if they are clever they can obtain a double benefit.

First, they can be certain of getting the higher rate of interest. But the more subtle "play" is to buy a long term deposit carrying the premium rate in the hope that the S&L will go bust before the deposit matures. Since deposit insurance covers both principal and accrued interest - and is paid out swiftly - the depositor will in this case have enjoyed a long-term rate of inter-

est, and have got his money back early. Many sophisticated depositors were obviously playing this game with the California thrifts. So much is obvious from the relatively small number of depositors there were at the two institutions, and the high average size of the each deposit account, \$80,000.

But what can be done to stamp out these practices, which, apart from enabling rogues to abuse a well-intentioned system, only prolong the life of institutions which should have been shut down long before?

The key is the acceptance of the principle that no deposit or investment can be totally free of risk. For some reason, this principle does not underlie the US deposit insurance system. Depositors are placed in the enviable position of being paid to risk their money when, in practice, they bear no risk at all because their total deposit is guaranteed.

One answer may be to modify the deposit insurance scheme so that only a portion of the deposit is repaid in the event of a bank failure. This is the arrangement in many other countries (including the UK where depositors only get back 75 per cent of their money when a bank fails). Another answer would be to insure principal only so that speculators cannot exploit premium rates of interest.

## Deposit insurance

And change might also encounter resistance from the institutions themselves because they benefit as much as anybody from the present arrangements. But the sad thing about the Californian incident is that it has taught nobody at all a salutary lesson. Rather the opposite. It has confirmed that there are few surer things in life than putting your money in a falling S&L.

## Letters to the Editor

### More flexibility seems preferable

In the best interests of the domestic economy, and leave the markets to settle the exchange rates. This is the solution which, in present circumstances, I believe is best.

But one can opt instead for absolute fixity, provided that one sets up financial institutions with appropriate rules and procedures that make such fixity credible (Hong Kong since October 1983 is

an example). In such a fixed parity system, sterling would become a fixed satellite to the solar currency, the Deutsche Mark. Germany's recessions would be exported to the UK - and price, wage and other rigidities would magnify the effects on employment, profitability and government finances.

There is no doubt about the feasibility of such a system. With the rigidities in European economies, as you point out, the costs of such fixity are likely to be unbearable.

Does not this therefore lead one to prefer "more flexibility" or perhaps even the option of letting the people, rather than civil servants, politicians and central bankers, decide what is the value of their currency?

Governments could then pursue a non-inflationary, stable monetary policy, and leave the exchange rates to be settled by those who are willing to put their own - rather than the taxpayer's - money at risk.

Alan Walters, *The World Bank, 1818 H Street NW, Washington DC, 20433 USA*

example - then one might have some respect for your type of article. The fact is that, time and again, the DPP falls to act, and people point the finger at the City without really knowing the facts. It is sad that a respectable paper like yours continues to perpetuate these sorts of myth.

M.C. Tucker, *Richard and Smith Insurance Services, Boundary House, 7-17 Jewry Street, EC3*

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From Sir Alan Walters.

Sir, It is a surprise but nevertheless a pleasure to read the editorial "Towards a Better European Monetary System (EMS)" (June 20), which tries to face up to the problems of massive free capital movements, drastic swings in interest rates, and the (French-style) immiseration - repression - due to overvaluation. Your logic is impeccable - either move to much more frequent realignments, or move to absolute fixity.

As you rightly surmise, "more frequent realignments" would be against the prevailing spirit of the EMS. Carried to its logical conclusion, the central banks may simply follow the market. The authorities could pursue policies for interest rates which are

resigned from the company, Seacope, because of my dissatisfaction with the problem.

The tenor of Mr Boxer's article is oblivious to the reality of the situation. While Lloyd's took some considerable time to investigate the Cameron Webb matter properly, the investigation did take place, and the culprits were punished and expelled. The sad fact is that the Department of Trade, while it has undertaken an investigation, has conspicuously failed to take the culprits

to court.

This Government is fond of castigating the City for all sorts of problems as it sees it, but the root problem lies with Government departments and, in particular, the office of the Director of Public Prosecutions (DPP), which is so weak as to defy description. If Government departments and the DPP had acted in a large number of cases where they have been made aware previously of situations - the recent case of Barlow Clowes being a good

example - then one might have some respect for your type of article. The fact is that, time and again, the DPP fails to act, and people point the finger at the City without really knowing the facts. It is sad that a respectable paper like yours continues to perpetuate these sorts of myth.

M.C. Tucker, *Richard and Smith Insurance Services, Boundary House, 7-17 Jewry Street, EC3*

From Mr M.C. Tucker.

Sir, It is disappointing to find, in Mr C.L. Boxer's article ("The penalty of not speaking up", June 16) about Lloyd's, the society of insurance underwriters in London, that he has not checked his facts thoroughly.

I was one of the intermediaries involved in placing one of the Cameron Webb funds. Not only did I inform the authorities both at Lloyd's and at the Department of Trade and Industry, but I also

priority access to Parliamentary material.

We would like to see the service provided by an independent production company which does not operate its own news service, and which would make material of the proceedings available, without prejudice, to all potential users.

Jeremy Taylor, *TV-am, Breakfast Television Centre, Hoxley Crescent, NW1*

From Ms Evelyn Taylor.

Sir, How pathetic. Because BAA now has no meaning, a sheep theme has been chosen to promote British Airways, and no doubt Mr Edward de Bono was paid handsomely for the suggestion.

Initials have become a boring cliché, meaningless, unmemorable and quite often confusing. Wherever representatives of BAA

go they will be asked: "BAA - what does that stand for?" Imagine saying to him, or her, or answer: "Nothing." Could not BAA change its name to Airports plc: simple, easy to remember and to the point? You can't flog a sheep for ever.

Evelyn Taylor, *18 Marshalls Road, Braine, Essex*

## Published sources were in error on some important points

From Mr Leonard S. Spector.

Sir, On June 9 the Financial Times published a chart describing deployments of nuclear-capable missiles in the Middle East. The chart was based on data that I had provided to one of your reporters several weeks earlier.

My information was based on respected published sources. It appears, however, that these sources were in error on some important points, and I would like to correct the record.

Although I had listed the People's Republic of China as a manufacturer of the Scud-B, relying on the Wall Street Journal (June 5 1987), the International Defense Review (June 1987), the Washington Post (September 24 1987) and

other sources, I have been advised by US officials in Washington that China does not produce the rocket. The missile is manufactured by the USSR and - it is widely believed - by North Korea. (China, however, plans to begin production of a medium-range missile, the M-9, in the near future, and is offering it for sale internationally.)

Relying on Mr Hersh Goodman's book, *Israel's Strategic Reality: The Impact of the Arms Race (1985)*, I had indicated that some of Iraq's Scuds were deployed in Jordan. US officials, including a former ambassador to the region, have advised me that this is incorrect, and I have been unable to find other sources to

verify Mr Goodman's assertion (which he reiterated in a map accompanying a story he wrote in US News and World Report on April 4 1988.)

Finally, by way of clarification, I deliberately did not list several US and USSR missile systems which have been transferred to the region and which are deployed with nuclear warheads by the superpowers in their own arsenals.

Among these systems are the US Lance, supplied to Israel, and the Soviet SS-21, supplied to Syria. I did not include these because my compilation used the definition of "nuclear-capable" missile adopted by the Missile Technology Control Regime,

announced by seven Western governments in April 1987. The regime's guidelines specify that a missile must have a range of more than 180 miles (300 metres) and a payload capacity of more than 1,100 pounds (500 kilograms) to qualify as "nuclear-capable." The Lance and the SS-21 have ranges considerably below this threshold. (The material I provided for your reporter highlighted this point, but your chart did not.)

Leonard Spector, *Carnegie Endowment for International Peace, 11 Dupont Circle NW, Washington DC 20035, USA*

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FINANCIAL TIMES

Thursday June 23 1988

LOADS OF TALENT JCB CONSTRUCTION EQUIPMENT

David Marsh charts the political squabbles facing West German Chancellor Helmut Kohl

Strauss stunts threaten Bonn unity

MR HELMUT KOHL, the West German Chancellor, faces a tough task keeping his economic policy on course in the next few weeks, as decision-making in Bonn becomes increasingly bogged down by political squabbling.

With Bonn politics becoming more and more Byzantine, top officials are frustrated and angry that important economic decisions are often being taken to satisfy the intricacies of coalition arithmetic rather than being clearly thought out.

Mr Franz Josef Strauss, the Bavarian Prime Minister and leader of the Christian Social Union (CSU), the next biggest party to Mr Kohl's Christian Democrats (CDU) in the three party centre-right coalition has attracted particular criticism.

Officials suspect that by digging in his heels on several coalition issues, he is trying to pay off old scores against his long-standing conservative rival, Mr Kohl, whom Mr Strauss has never forgiven for becoming Chancellor.

Mr Strauss, a keen amateur pilot, has raised hackles by successfully pushing for fuel for private aeroplanes to be exempt from value added tax in the Government's 1990 tax reform plans.

The exemption will benefit a small group of well off enthusiasts and will cost the Finance Ministry a relatively small amount of about DM 20m (\$35m).

The political steam generated by the affair has taken the gloss off the Finance Ministry's 1990 tax plans, which aim to cut overall tax rates while broadening the tax base and pruning exemptions.

One senior official fumes in private that the Strauss move, the result of a four year campaign by the Bavarian Prime Minister to please the amateur flying fraternity, has done enormous political damage.

It is "grotesque, a joke," he says. "Just because he (Strauss) has made promises to some drinking friends, he turns our whole concept upside down."



Unhappy couple: Chancellor Helmut Kohl (left) and Bavarian premier Franz Josef Strauss

The 1990 package, intended to reduce income tax by a net DM 18.6bn, has lost a good deal of its political attractiveness. The cuts will be offset by an increase in consumer taxes of DM 6bn to DM 7.5bn next year.

Ministers and other coalition politicians are also trying to resolve differences on a proposed increase of nearly DM 4bn in unemployment benefit contributions for next year.

This additional levy is necessary to finance the cost of an average 2.3m people out of work this year and next. Borne by employees and employers alike, the increase in contributions will

have a dampening effect on the economy. The growing importance of coalition politicians' meetings in steering government policy has become a prime feature of the Kohl Government.

The coalition meetings bring together politicians like Mr Strauss and Mr Otto Lamsdorff, the economic policy spokesman of the third coalition member, the Free Democratic Party (FDP), who are not ministers and thus not accountable to cabinet.

The full cabinet meets to give its imprimatur to the 1989 budget plans on July 7. But the key decisions will have been worked out

in political horse-trading well before that.

One seasoned Economics Ministry official says that legislative initiatives which used to come from ministries are now worked out in coalition juggling. Another senior official jokingly terms "the Politbüro" the coalition gatherings linking the party chairmen, Mr Kohl, Mr Strauss and Mr Martin Bangemann of the FDP.

The role in decision-making of the prime ministers of the federal states (Länder) has also increased.

This is partly a natural consequence of the power to veto important government legislation enjoyed by the Bundesrat, or federal council, the upper house which groups the Länder representatives.

Mr Ernst Albrecht, the CDU state premier in Lower Saxony, for instance, has a powerful means of persuading Mr Gerhard Stoltenberg, the Finance Minister, to provide higher central government social security funding for the poorer northern states.

Unless Mr Stoltenberg comes up with a compromise on this issue, Mr Albrecht has threatened to vote against the 1990 tax reform package when it comes up for its crucial reading before the Bundesrat on July 8.

But the greatest success is likely to be clinched by Mr Strauss. A powerful backer of the European aerospace industry and supervisory board chairman of Airbus Industrie, Mr Strauss is using his influence in the coalition to press the Government to provide up to DM4bn in extra funding guarantees to safeguard the Airbus venture during the 1990s.

Mr Stoltenberg has not yet fully agreed the plan and a decision is still some weeks away. But Mr Stoltenberg has already been outgunned several times by Mr Strauss, and the chances must be high that the Bavarian Prime Minister will get his way again.



China casts doubt on Vietnam withdrawal

By Robert Thomson in Kunming, China

CHINESE forces will maintain the tension on the troubled Sino-Vietnamese border, in spite of Hanoi's proposed withdrawal of 50,000 troops from Kampuchea, a senior Chinese Foreign Ministry official said in a strategic southern city of Kunming.

Lu Zhengding, director of border affairs in Yunnan province, where tens of thousands of Chinese troops face Vietnamese forces, made fresh allegations of border incursions by Vietnam and cast serious doubt on the planned withdrawal.

Lu made clear that the Chinese troops stationed on the southern border had the dual role of defending the country and of distracting Vietnamese forces from their campaign in Kampuchea. He said tension would not be eased until all troops had been withdrawn.

In Peking, Wu Xueqian, a Chinese vice-premier, told a visiting Philippine delegation that the Government "will watch for actions" on the withdrawal. He welcomed a planned meeting of parties to the conflict, though it was still not clear who would be represented at the gathering in Jakarta, Indonesia, next month. Lu was more suspicious of Hanoi's intentions.

"The Vietnamese make propaganda but we don't believe them," Lu said. "Now, they say they will withdraw - maybe they are just rotating troops because there is no one there to supervise their actions."

China and Vietnam, once close allies, fell out over the invasion of Kampuchea in late 1978. Shortly after, Chinese troops stormed across the southern border to "teach Vietnam a lesson," as Deng Xiaoping, the paramount leader, described the offensive.

Since then, the planned sharp blow against Vietnam went wrong, and about 10,000 Chinese troops were killed. Clashes have continued since along the 1,200 km frontier. Lu said there were 200 incidents reported in Yunnan last year.

Lu said Vietnamese troops had frequently shelled the Chinese side of the border, and that five civilians had been killed last month by hit-squads penetrating deep into Chinese territory.

He estimated that Vietnam had several hundred thousand troops along the border, but he would not give the strength of Chinese forces. China supports and arms the Kampuchean resistance coalition fighting the Vietnamese-backed Heng Samrin Government in Phnom Penh, and has particularly close links with the Khmer Rouge, a coalition member and genocidal ruler of Kampuchea until the Vietnamese invasion.

The head of the coalition, Prince Norodom Sihanouk, has said that he would attend the Jakarta meeting, and it is expected that China, having approved the so-called "cocktail party" would put pressure on the Khmer Rouge to take a reasonable line in Indonesia.

Asian diplomats say that Chinese officials have been negotiating with Khmer Rouge leaders for an overhaul of the organisation, which is still apparently run by Pol Pot. Vietnam has alleged that Pol Pot occasionally visits military bases and refugee camps in Yunnan, and it has been rumoured that he has been receiving medical treatment in the Chinese capital.

Chinese officials allege that opium cultivation was part of the Vietnamese military strategy in the border region. Lu said drug trafficking helped the war effort, and Hanoi had encouraged northern farmers with the slogan "a gram of opium is equal to a hundred taels of silver" to a hillside.

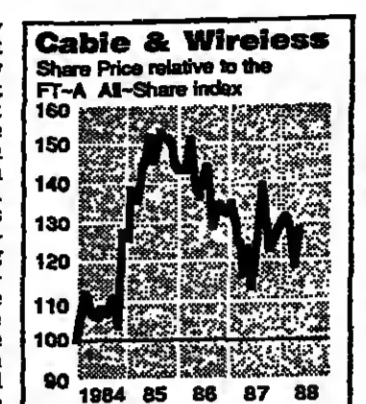
Vietnamese envoys in Peking are convinced that China is preparing to launch another big border attack as part of a plan to recover the disputed Spratly Islands in the South China Sea, where there have been recent clashes.

"Now is a good time for an attack because Vietnam still does not have many friends in the world. If they wait a few years, then we will have more friends and it will be more difficult for them," a Vietnamese official said.

THE LEX COLUMN

In praise of dearer money

Finally, a base rate rise on purely domestic grounds which might just be made to stick. The only other recent attempt - apart from the full point hike last August - was the half point rise to 8 per cent in February, which was promptly followed by the eruption of sterling through Dm3.



The key to it all seems to be the Fed's demonstration that it is after all possible to tighten in an election year. Wall Street has taken this as confirmation both of the strength of the US economy and of official willingness to control it, and the strength of the dollar seems to be attracting foreign investment as well. Hence, too, yesterday's strength in the London market, led by the big overseas earners like ICI and Glaxo.

But then, all this is only the reverse side of fear of inflation. In the UK, it also suggests that the Thatcher view may be gaining ground against the Chancellor, in which case, presumably, the stronger sterling the better. On the other hand, there is still the troublesome matter of the balance of payments, as next Monday's trade figures will recall. It will be interesting, to say the least, to see how the authorities respond if sterling now makes a run for Dm3.20.

ability to exchange rate movements and expand its UK operations. The £500m plus investment in Mercury is a key part of a strategy which aims to reduce the Far Eastern profit contribution from over 75 per cent to around 40 per cent over the next four years, and judging by the ambitious market share forecasts being talked about yesterday, Mercury should be contributing around £300m a year by 1992.

However, such assumptions have to be treated with a certain amount of scepticism, partly because BT's competitive response to Mercury has yet to be felt, and partly because the longer term question of management succession has still to be resolved. Against this background, it is easy to argue a case for C&W being interested in Racal's Vodafone operations; not only does it offer a value added service, but it could provide marketing skills to a company which sometimes still behaves rather like a monopoly.

It is a sign of the credibility gap between Sir Phil Harris and the market that his first small announcement on the progress of bid talks sent the shares down 6p to 156p, even though it did not alter the sums one jot. The news that a two week deadline has been set with James Gulliver merely means that one side or the other is trying to hurry things along a bit. Either way, the issue is price, and all the indications are that the speculative between the two sides is still hopelessly wild. The sight of Gulliver recruiting his team may show he is in earnest, but without the support of Sir Phil it will take more than the ex-boss of Curry's to swing the deal.

Shareholders, who have put up with a false market in the shares for weeks, are in a dreadful position. As the man responsible, Sir Phil is surely not best qualified to judge the merits of Gulliver's warning the market which rates the company 10 per cent higher than the food sector partly on the strengths of 1982 - not to get too carried away. In the meantime its business offers more concrete grounds for enthusiasm, with nearly every part of it going well, and shortly to enjoy the gains from recent heavy investment. But delivering the 20 per cent earnings growth that Salvesen is capable of will depend on its luck turning, so that there is no repeat of the terrible pea crop which spoiled the look of yesterday's figures, or the low oil price which did the same for the previous year's. Given the premium rating of the shares, another mis-bid might strain the market's patience.

Maxwell/SGB The vagueness and grandiosity of Maxwell Communications' plans for La Générale are wholly in character, and leave room for the suspicion that Mr Maxwell is again trying to use the media to further his negotiating position. Given the number of similar ventures which have come to nothing in the past, it is hard to know how seriously to take the projected global communications company with its equity base of "several hundred million sterling". After all, SGB has yet to produce an agreed chief executive to further his negotiating position. Given the number of similar ventures which have come to nothing in the past, it is hard to know how seriously to take the projected global communications company with its equity base of "several hundred million sterling".

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Volvo buys 20% stake in Hertz

By Anatole Kaletsky in New York and Our Stockholm Staff

VOLVO, the leading Swedish motor manufacturer, yesterday agreed to buy a 20 per cent stake in the Hertz car rental business, at present controlled by Ford, the second largest US automotive company.

Volvo will pay \$100m in cash to Ford, whose ownership of Hertz will decline from 80 to 60 per cent.

For Volvo, the deal appears attractive both from a financial and a marketing standpoint. The \$100m which Volvo will be paying suggests a discount of about 26 per cent to the sum Ford spent nine months ago to win control of Hertz.

Hertz was previously owned by Allegis, the Chicago-based travel conglomerate which was forced by its shareholders to sell off most of its non-airline businesses. Ford led a management group which bought Hertz from Allegis for \$1.3bn.

The deal's structure meant that Ford spent only \$300m in cash to acquire its 80 per cent equity stake. Yesterday's deal with Volvo implicitly put a value of \$500m on 100 per cent of the equity in Hertz.

However, the main attraction of the deal for Volvo appears to be a related purchase agreement with Hertz which will "increase the exposure of Volvo products in the worldwide Hertz rental fleet."

Hertz, the biggest international car rental business and the biggest private purchaser of motor vehicles in the world, at present buys between 2,000 and 4,500 Volvos annually for its US operation. It does not use Volvos in any of its overseas businesses except for Sweden. Volvo estimated that Hertz would order about 5,000 vehicles a year after yesterday's deal.

The purchase agreement will also provide Volvo with the opportunity to introduce its cars to Hertz's rental customers. US manufacturers consider product exposure in rental fleets vital marketing tool.

Bush faces squeeze as campaign coffers reach to only \$1.7m

BY LIONEL BARBER IN WASHINGTON

US VICE-PRESIDENT George Bush faces a cash squeeze which threatens to limit his activities as he campaigns in the next two months. Campaign financial reports made available this week reveal that as of June 1 the Bush campaign had \$1.7m to spend until after the Republican convention in New Orleans in mid-August.

By contrast, Governor Michael Dukakis of Massachusetts, the prospective Democratic presidential candidate who still enjoys a substantial lead over Mr Bush in the polls, has \$3.6m to spend until after his party's convention, which opens in Atlanta on July 18.

Summer confinement in the nation's capital may be a good way for Mr Bush to conserve energy for the real campaign in the autumn. But one of Mr Bush's perceived weaknesses is that he is an establishment insider who is out of touch with the common people and who needs to sharpen up on the campaign trail.

Mr Bush's excursions out of town have not always proved a success. One photo-opportunity showed him gingerly entering a crack-peddling den in Los Angeles, while another revealed him holding a carrot. As Governor James "Big Jim" Thompson of Illinois, often mentioned as a Republican running mate, said to Mr Bush recently: "Carrots don't vote."

Mr Bush's money troubles are compounded with divisions within his staff over how to handle Mr Dukakis. Some want him to be positive, to define his political persona and his agenda as a would-be president. Some want him to go on the offensive, branding the governor a liberal in the mould of Jimmy Carter or Senator George McGovern, the Democratic candidate buried by Richard Nixon in the 1972 election.

An aggressive style does not appear to suit Mr Bush. A Yale graduate, he recently dubbed Mr Dukakis a Harvard liberal - which triggered a letter in the New York Times listing numerous Yale liberals. Last week, he accused Mr Dukakis of granting temporary parole to first-degree murderers, a more promising line of attack in a country which is spending millions on building new prisons to lock up criminals, rather than let them out.

Mr Dukakis's difficulties centre more on the choice of a running-mate. A 45-minute meeting with the Rev Jesse Jackson, who has yet to officially concede defeat, was deemed productive by both men; a realistic assessment came when Mr Dukakis met Congressional Democrats who told him that a Jackson vice-presidential candidacy was a sure loser and urged him to pick a moderate from the South.

Senator Bob Graham of Florida has been asked to provide financial records to the Dukakis camp, which is also considering Senator John Glenn of Ohio and Senator Sam Nunn of Georgia.

UK raises interest rates

Continued from Page 1 calmly to the rise in interest rates which had been largely discounted. Share prices took more encouragement from a rally in the US dollar and a strong opening on Wall Street and a rally in Treasury bonds. The FT-SE 100 Share Index closed up 19.2 at 1,879.3 and the FT Ordinary Share Index rose 14.9 to close at 1,496.5. Prices for long-dated gilt-edged securities closed slightly better. Although the decision to increase interest rates was met with approval by independent economic analysts, representatives of industry were critical of it. Mr John Bannan, director general of the UK Confederation of British Industry, said: "We do not believe the present medicine will have the desired results. It will have very serious side effects."

Brasilia ejects Petrobras chief

Continued from Page 1 price rises in the high teens. The minister's argument is that budget commitments and indefinitely large real rises in public sector pay last year left little other option for savings if a real reduction in the public sector deficit was to be achieved. Critics claim that a more rational alternative would be to dismiss the thousands of politically appointed public functionaries who do little or no work. The scalps of Brig. Fausto Camarinho, the Armed Forces Minister who was sacked for criticising the freeze, and a finance minister in the Sarney administration is well under a year.

Estonia sets out demands

Continued from Page 1 grammars calls for a return to the Leninist idea of "socialist federalism" giving all the republics the right to choose an official language and grant citizenship. Estonia, like neighbouring Latvia and Lithuania, was briefly independent between the first and second world wars, and has always harboured a strong nationalist movement. Mr Vaelaes' appointment as the new party leader in place of Mr Karl Vaino was seen last week as partly a local revolt against a leader who was insensitive to nationalist feeling, and was in danger of driving it outside the ranks of the ruling party. The new leader gave his virtual blessing to the new document when he told Ivestia, the Soviet government newspaper, that it was "a unique document" discussed by the whole people and incorporating the ideas and aspirations of a broad spectrum of public opinion. In doing so, he followed the line taken by party leaders in both Armenia and Azerbaijan, where they have backed the popular nationalist demands of demonstrators.

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World Weather table with columns for location, temperature, and weather conditions.

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MERVYN DINNEN ASSOCIATES

NYSE executive changes follow president's election

THE New York Stock Exchange has named Mr Donald J. Solodar senior vice president, capital markets group...

The management of the New York Futures Exchange and options and index products...

Mr McSweeney will also be responsible for the NYSE's special mergers and acquisitions unit...

Top man at ICI's Canadian arm resigns

By Robert Gibbons in Montreal

AT ICI, the Canadian arm of Imperial Chemical Industries (ICI), the UK's largest chemicals group...

His replacement is Mr Bernard Lochtenberg...

The company said that Mr Hantho's resignation was accepted with regret...

An engineer by training, Mr Hantho, 56, has spent the last six of his 25 years with ICI as chief executive...

This spring, however, ICI bought in the publicly held 58 per cent of ICI and put it virtually under the wing of ICI America...

Mr Hantho opposed the reduction in autonomy for the Canadian unit, a move in the opposite direction from Du Pont Canada...

GPG appoints three new board members

GPG (formerly Guinness Peat Group), the London-based financial services organisation which is 61 per cent-owned by the New Zealand Equiticorp investment company...

Mr Stanley, 51, is chairman and co-founder of Management Compensation Group, N.W., a GPG subsidiary...

Also, the Guinness Mahon investment banking business has been demerged from GPG...

Mr Adams, 50, is a director of Equiticorp responsible for its Australian operations...

Mr Renwick, 41, was appointed at the start of this month president and chief executive of Guinness Mahon Capital Corporation...

He was formerly chief executive of American Strategic Investments. Before that, he spent 13 years with Manufacturers Han-

over Trust in New York, where he was managing director, investment banking, responsible for the Private Placement and Corporate Finance departments...

A FORMER member of the swaps group at Warburg Securities, part of the S.G. Warburg UK investment banking concern...

HAWKER SIDDELEY, the electrical and mechanical engineering group based in the UK...

Nokia names consumer electronics head

BY OLLI VIRTANEN IN HELSINKI

NOKIA, Finland's largest stock market listed company and with its major business in electronics, has appointed Mr Jacques Noels, presently senior vice president of the French State-owned Thomson SA electronics concern...

Mr Noels, 47, has also been made a member of the board of directors of the Nokia Group. He will largely take up responsibilities of Mr Timo H.A. Koski, who died some two months ago...

est colour television manufacturer and the biggest European monitor maker. At the same time, Nokia named Mr Paavo Rantanen, 54, member of the board of directors supervising international customer and co-operative venture relations...

Mr Noels has held a number of posts within Thomson's top management since the French company was nationalised in 1982. Prior to that, he spent 17 years with US semiconductor and electronics group Texas Instruments...

international organisations in Geneva, such as GATT and EFTA. For the previous seven years from 1974, he held high positions in the Department for External Economic Relations.

Mr Noels has held a number of posts within Thomson's top management since the French company was nationalised in 1982. Prior to that, he spent 17 years with US semiconductor and electronics group Texas Instruments...

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Relocation facilities are available where appropriate. Interested applicants should write to Stephen J. Broadhurst quoting ref: L9451, at Michael Page Partnership, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX. (Tel: 0532 450212).



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If you are interested and can attend a preliminary interview during the week 31 June - 4 July, please contact John Keefe on 021-643 6255 or write to him at Michael Page Partnership, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST.



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Applicants should be educated to graduate level, possess a recognised accounting qualification, and be energetic, articulate and able to demonstrate positive career development to date. Industry-related experience and appropriate foreign language skills will be valuable. Probable age range 28 to 40.

Fully commensurate salary, maintenance and benefits packages are offered. Expansion within the hotel division and the group's other business sectors will provide successful candidates with substantial promotional opportunities.

Apply in writing, with your full CV and current salary details by Friday 8 July 1988 to

Howard Field FCA FHCIMA  
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8 Conduit Street, London W1R 8TG  
Tel: 01-491 2277 Fax: 01-489 2344



RECRUITMENT

The Financial Management specialists for the Hotel and Leisure Industry

محمد صالح

C O N R A N R O C H E

# Financial Director Designate

London

£ Excellent + Benefits

Coutran Roche is widely acknowledged as one of the leading consultancies in the field of architecture, planning and development. Formed in 1981 by Sir Terence Coutran and Fred Roche, the Company now employs over 50 professional staff. High quality of design and integrity are essential to their continuing success.

As a key member of the senior management team, you will have a demanding role - formulating and negotiating funding packages for development projects, controlling asset and liability management, and co-ordinating financial, management and project reporting.

You will be a graduate Accountant with substantial experience in the financial area at a senior level. This is a pro-active role within a young dynamic team which values quality alongside

growth and profitability. You will relish the opportunity to take a strategic role in further developing the business.

The excellent remuneration package will attract talented and ambitious individuals - success will lead quickly to a Board appointment and the opportunity to acquire equity in the Company.

Please send full personal and career details in confidence to Maryn Sloman, quoting reference 5119/T on both envelope and letter.

**Deloitte  
Haskins + Sells**

Management Consultancy Division  
P.O. Box 196, Hillgate House, 26 Old Bailey, London EC4M 7PL



## INFLUENCE PROFITABILITY THROUGH MARKETING INVOLVEMENT

Newly/recently qualified Accountant  
Central London c.£23,000 + Benefits

This is an outstanding opportunity to join a renowned fashion/retail group and significantly influence commercial decision-making.

Working within a highly profitable £40m turnover division, you will liaise closely with the Divisional Director, devoting around 80% of your time to marketing-related activities. Assessing the viability of new products and projects, you will utilise forecasts and cash-flows as essential management information tools to increase profitability.

As Business Analyst, your broad portfolio of responsibilities will include:-

- Business planning and investigations
- Communicating with marketing and Board level personnel
- Maintaining close contact with European and Far Eastern offices
- Occasional international travel

Candidates should be able to demonstrate a proactive, dedicated approach, allied to outstanding communications skills and, ideally, some previous commercial experience.

Success in this sharp-end commercial role will open up outstanding career development opportunities on an international scale, within either financial or general management. An initial promotion is envisaged within 18-24 months.

For further information, please contact ANDREW FISHER on 01-404 3155 at ALDERWICK PEACHELL AND PARTNERS LIMITED, Accountancy and Financial Recruitment, 125 High Holborn, London WC1V 6QA.

**Alderwick  
& Peachell**  
PARTNERS LTD

# FINANCE DIRECTOR

West Midlands £30,000 + Car + Bonus + Reloc.

Our Client is a prestigious, independently-owned manufacturing company whose products are recognised market leaders. Company strategy is positive and highly results-orientated, giving an excellent performance record to date and ambitious plans for the future.

The Company now wishes to appoint a highly competent and dynamic individual to the Board position of Finance Director. As an influential member of the senior management team you will work closely with the Managing Director, giving vital advice on forward business strategy including mergers/acquisitions. With a staff of 27, you will head the Finance and Computing functions and assume overall responsibility for the provision and interpretation of accurate and timely financial

information. The successful candidate will also be expected to participate strongly in the future development of company systems.

Applicants will be qualified Accountants with a demonstrable record of senior management gained ideally in the manufacturing industry. Of paramount importance is the ability to communicate effectively at all levels and the capacity to achieve a broad and interpretative perspective on company operations and business opportunities. It is unlikely that candidates under the age of 30 will have the necessary stature that the role demands.

If you would like to be considered for this exceptional opportunity, please write with full career and salary history details quoting reference B/129/88 to Steven French.



**Peat Marwick McLintock**  
Executive Selection  
Peat House, 45 Church Street, Birmingham B3 2DL.

## Audit - a fast track to senior management with overseas travel...

West Kent

c£20,000 + Car

Our client is a highly successful UK multinational group manufacturing a wide range of products, with operations spread across the UK, Europe, Africa and the USA. The company has an excellent reputation with a large number of market leaders among its product groups. Its success is demonstrated by a consistently high level of growth through both organic development and by acquisition.

Due to promotion, a qualified accountant is required to join the internal audit function. Leading a small, professional team, you will be responsible for the review of operations of a broad range of companies. This will

involve occasional overseas trips, particularly to the USA and Europe and there is a very high level of exposure to Senior Management group-wide.

Prospects are superb - the group has a strong commitment to its motivated, high calibre management and the audit function in particular can demonstrate an excellent track record of rapid promotion to senior roles throughout.

If you believe you have the potential our client requires, contact Tim Forster on 0372 375661 or write to him at Michael Page Partnership, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG.



**Michael Page Partnership**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## MAJOR ADVERTISING AGENCY

Assistant to the Director of Finance - Europe

Age 27 - 29

Our client is a highly successful, major international advertising agency that has an extensive presence in Europe through 20 operating units.

The agency has decided to appoint an Assistant to the Director of Finance - Europe, who will be based in Central London at the agency's European Centre.

Relative to the operating units, your responsibilities will include:

- Contact with both senior financial and operational management.
- The monitoring and analysis of financial results.
- The development of financial systems.
- The establishment and development of a financial database.
- Periodic visits within Europe.
- Ad hoc projects.

Package £25-30,000 + Car

In addition to the above, your responsibilities will include some involvement in the accounting activity at the European Centre.

Candidates will be graduate Chartered Accountants who can offer a practical rather than purely theoretical approach. In addition, you must be able to demonstrate initiative, self motivation, good interpersonal skills, and be credible to both financial and non-financial management. A working knowledge of French or Spanish would be useful, although this is not essential.

Interested individuals should write to Peter Flammiger, Director, enclosing a resume and current salary details at: FMS, 14 Cork Street, London W1X 1PF.



Search and Selection Specialists  
for  
Financial Management

## Credit Vetting Manager

to £20,000 + bonus + car

Uxbridge

Within the £3b UK soft drinks market one company is clearly established as the number 1 - Coca-Cola and Schweppes Beverages Limited.

With some 2000 multiple account customers providing in excess of £100 million of business the correct assessment of credit levels within this sector is absolutely fundamental to our continued success.

Adopting an investigative, analytical approach your role will be to take credit vetting decisions on accounts totalling up to £500,000, and make recommendations on credit control on larger accounts. This will entail the on-going analysis, interpretation and investigation of data on both new and existing accounts in order to monitor and set viable credit limits.

However, it's not simply a policing brief - you will have considerable involvement in the development of new systems and methods designed to identify possible problem areas.

A graduate-level post-qualified accountant or credit professional (BMC) you must have significant experience of Credit Vetting/Credit Analysis - ideally gained in an fm.c. environment.

You must have well developed analytical skills and sound judgement coupled with the managerial ability to lead a small team, and the maturity to take quality decisions concerning very large sums of money.

Previous experience of computerised credit control/IBM PC systems is particularly advantageous.

In addition to a negotiable salary of up to £20,000 benefits include a fully expensed car + bonus scheme + BUPA + pension scheme + relocation assistance - if appropriate.

Please write with full career details including current salary to: Pauline Garratt, Resourcing Officer, Coca-Cola and Schweppes Beverages Limited, Charter Place, Vine Street, Uxbridge, Middlesex UB8 1EZ.

**COCA-COLA & SCHWEPES**

Beverages Limited

## INFLUENTIAL ROLES FOR ACCOUNTANTS

Crawley - West Sussex

Rediffusion Simulation are world leaders in the design and manufacture of flight simulators. Growth in this hi-tech environment has increased turnover beyond £100M. Recent corporate re-structuring has opened up exciting career opportunities for two dedicated finance professionals within this important subsidiary of a major international group. Both positions entail responsibility for devising and implementing ambitious new procedures and systems to maintain and further enhance levels of profitability.

**MANAGER - COST ANALYSIS**  
c £26,000 + car

A qualified accountant is required to manage a department of 16 with responsibility for:

- Planning, implementing and maintaining multi-site, multi-product costing systems.
- Interrogating profitability of long term projects.
- Forecasting/budgeting for separate business units.

A high degree of computer literacy will be backed by a substantial background in standard costing gained from within a progressive manufacturing environment. Ref: A152

Both positions carry a highly competitive remuneration package, comprising an excellent salary, company car and a comprehensive range of benefits, including full relocation assistance where appropriate. Broad scope exists for rapid and sustained career development in line with the company's expansion.

**TREASURER/ FINANCIAL ANALYST**  
c £22,000 + car

This is a broadly-based role for a newly/recently qualified chartered accountant with the creativity and flair necessary to devise and introduce new systems and manage a department. Responsibilities will include:

- The design and implementation of a multi-currency treasury management function.
- Tax preparation and advice.
- Financial analysis and forecasting.

You will become involved in a number of interesting ad-hoc assignments including acquisitions. An appreciation of micro-computers and spreadsheet software would be a distinct advantage. Ref: A153

For further information about these truly exceptional opportunities please write enclosing full CV, quoting appropriate Reference number, to Jenny Tucker or Phillip Price ACA at Mervyn Hughes International Ltd., Management Recruitment Consultants, 63 Mansell Street, London E1 8AN. Telephone: 01-488 4114.



## FINANCIAL CONTROLLERS

from £30,000 + car

The sound financial management and administration of the Group's operating divisions, consolidated subsidiaries and investments, is of fundamental importance to achieving the Group's commercial objectives. Our current need is to appoint Financial Controllers for two of our Operating Subsidiaries London Enterprises Ltd and GLE (Properties) Ltd.

In each case, you will be responsible for the management and effective communication of all financial information relevant to the Subsidiaries, including the production of statutory accounts and the preparation of annual budgets. You will also be expected to prepare forward forecasts and contribute to long term planning strategies.

A qualified accountant, you should have a post qualification background which spans at least 5 years and includes experience of both Management Accounting and managing a team of professional staff.

For further information, a job description and application form please contact: Vanessa Moody, Greater London Enterprise, 63-67 Newington Causeway, London SE1 6BD. Tel: 01-403 0300.

GLE is committed to achieving equality of opportunity in employment.

Closing date for applications: 15th July 1988.

**GLE Group**

INVESTING IN ENTERPRISE



### Financial Controller

Mid Berks £27,000 + Car

Our client is the UK subsidiary of a major Fortune 100 company involved in avionics and electronics communications.

They require a young commercially aware ACA/CMA/ACCA to work closely with the M.D., and contribute to the commercial success of the company. You will be responsible for the accounting function and financial management of the company. This challenging post offers opportunity for recognition of your efforts.

Age preference is 25-32. You should have strong communication skills and a good track record to date, preferably including experience of working in a multi national organisation.

Contact Ronnie Sull or Celia Hanson on 0628 785152.  
42 Queen Street, Maidenhead, Berks SL6 1JE.

### Financial Controller

London £25,000

This rapidly growing media/communication company seeks a motivated ACA/CMA/ACCA to be involved in systems development, project appraisals/acquisitions reviews as well as overall management of the accounting function.

This challenging position will appeal to someone interested in being the financial person in a creative and commercial environment. Clearly the ability to work effectively in this environment is important. Age 24-30.

Contact Brian Ingram or Susan Fernandes on 01-629 3555.  
70-71 New Bond Street, London W1Y 9DE.



**Brian Ingram Associates**

LONDON • MAIDENHEAD

## COMMERCIALLY MINDED TAX MANAGER

West of London

£30,000 + Car

Through research into advanced biotechnology products our client is emerging as one of the leading Companies in its field. The development of existing manufacturing capacity and continuing drug discovery work is forming the basis of an integrated biopharmaceutical company.

As a result of this expansion there is an immediate requirement for a commercially minded tax specialist to join the management team.

Reporting to the Financial Director this individual will be responsible for all aspects of domestic and international tax, with particular involvement in the negotiation of patents and new contracts. A significant element of liaison will be expected with the main Board and also with the Revenue and the Group's partners in development

projects. In addition there will be substantial involvement in non tax related areas including corporate finance, planning and treasury.

In order to fulfil the requirements of this co-ordinating role the successful individual will have to be able to demonstrate an impressive track record within industry or the Profession.

With approximately three years post qualified experience you will have both the business acumen and technical competence to handle all the issues that will arise within a growing company.

If you feel you can respond to this challenge please contact Tim Musgrave on 01-437 0464 or write enclosing a detailed CV to the address below.

**ROBERT WALTERS ASSOCIATES**

RECRUITMENT CONSULTANTS

QUEEN'S HOUSE 1 LEICESTER PLACE LEICESTER SQUARE LONDON WC2H 7RP  
Telephone: 01-437 0464

## CAPITAL MARKETS

### DEPUTY FINANCIAL CONTROLLER

TO £30,000 + Car + Substantial Benefits

### MANAGEMENT ACCOUNTING OFFICER

TO £20,000 + Substantial Benefits

Our Client is one of the largest and most prestigious European banking groups. Its London based subsidiary is fully involved in all major areas of Capital Markets, including Eurobonds, Swaps, Euronotes and International Corporate Finance.

Due to rapid expansion, the Company now seeks to recruit the following professionals to strengthen the Financial Control function.

Reporting directly to the Financial Controller and supervising four staff the person will be responsible for all aspects of management reporting. This will include the improvement of existing reporting systems and will involve liaison with the trading and other revenue generating areas.

The position provides considerable responsibility and challenge and offers an excellent opportunity to develop both one's career and one's experience in Capital Markets.

The successful candidate will be a qualified Chartered Accountant, aged 28-34 with at least 2 years Capital Markets experience including SWAPS. The individual should be able to demonstrate managerial capability, should be highly motivated, enjoy challenge and have a professional approach to problem solving.

Apply in confidence with a written curriculum vitae to Jon Vank or telephone 01-629 4463 (evenings 01-720 1527).

In this challenging position the individual will be responsible for the production of Management reports to Senior Management and for the reconciliation of the profit performance figures with the Dealing areas.

The successful candidate must have proven experience in the production of Management accounts and will be educated to at least 'A' level standard, but more likely to be a part qualified accountant who has worked in a Capital Markets organisation for a minimum of two years (aged 24-28).

This represents an exceptional opportunity to join a young, dynamic organisation.

Apply in confidence with a written curriculum vitae to Andy Grant or telephone 01-929 2312.

**HARRISON WILLIS**

FINANCIAL RECRUITMENT CONSULTANTS  
Cardinal House, 39-40 Albemarle St., London W1X 3JQ. Tel. 01-629 4463.

## Commercial Accountant

Shropshire

£25,000 + Car + Relocation

Our client is a dynamic subsidiary of a major independent group which has a combined turnover in excess of £550m and operates in a number of diverse markets.

The company, despite already being market leaders, has enormous potential and expectations for organic growth over the next 18 months are exceptional. A new board of directors (who's average age is 34) also intend to strengthen their position through a number of acquisitions. Group support for such an operation is imperative and a big investment has already been made, not least in acquiring the services of a high calibre management team, the prospects are extremely good.

As a consequence an excellent opportunity now exists for a young commercially minded

accountant. Reporting to the Financial Director you will be responsible for the preparation and presentation of the management accounts, business plans, budgets and forecasts to the board, substantial systems development and management of the credit control function.

The successful applicant will be a qualified accountant aged between 24 and 35 with good computer experience. Mature interpersonal communication skills, a business awareness and the desire to succeed at the highest level are vital ingredients to satisfy this demanding position.

Interested candidates should contact Peter Nicholls ACMA at Michael Page Partnership, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST or telephone him on 021-643 6255.



**Michael Page Partnership**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Hoggett Bowers

Executive Search and Selection Consultants  
BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, GLASGOW, LEICESTER, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD and WINDSOR  
A MEMBER OF BLUE ARROW PLC

### Financial Director

Manufacturing

Northern Home Counties,

From £27,000, Profit Related Bonus, Car, Benefits

Part of a well-known and successful British Group, this newly-created manufacturing sub-group has a profitable turnover of approximately £20.0m. Reporting directly to the Managing Director and with some plc responsibilities, your commercial, analytical and management skills will be well exercised in leading a team of 16 to enhance systems and provide the quality of information vital to a progressive and profit conscious Group. A qualified accountant, preferably ACMA and aged 28-40, you will have a record of achievement in a manufacturing or industrial environment of a similar size and will have gained the broad commercial experience demanded by this proactive role. Experience of multi-site operations would also be an advantage. Drive, enthusiasm, good communication skills and the ability to contribute to the decision-making process whilst working as a member of the management team are essential requirements.

R.J. Arnold, Hoggett Bowers plc, 13 Frederick Road, Edgbaston, BIRMINGHAM, B15 1JD, 021-455 7575. Ref: B17007/P1.

### Group Financial Controller

Rapidly Developing Industrial Group

West Of London, c £22,000, Car

This highly profitable company is a subsidiary of a major International Group which is the market leader in its field of business. It is firmly established as a major route for diversification within the Group. The Company is expanding rapidly through planned organic growth and investment in profitable acquisitions. It has a wide industrial base including medical, engineering, chemical and bearing divisions with companies located throughout the UK. Reporting to the Financial Director, this key role will require a technically competent individual to develop and run the Group Accounting Function. You will assume responsibility for all financial and management accounting, develop systems to meet the changing demands of a rapidly growing business and make a significant contribution to further growth. A qualified accountant, your experience will have given you an appreciation of sound accounting practices, consolidations and spreadsheets. A high level of involvement is required and some travel in the UK. Potential for advancement is considerable. Terms of employment are excellent, including a highly competitive salary, company car and the usual benefits associated with a major group.

Mrs. S. Kellaway, Hoggett Bowers plc, George V Place, 4 Thames Avenue, WINDSOR, SL4 1QP, 0753-850851. Ref: W18008/P1.

These positions are open to male or female candidates. Please telephone for a Personal History Form to the relevant office, quoting the appropriate reference.

### UNIVERSITY OF BRISTOL Accountants

Applications are invited from qualified accountants for two posts in the Finance Office. The salary scale is £16,345 to £19,510 p.a.

The main duties of both posts will be to develop the management information service to academic departments, and the people appointed will be expected to form close working relationships with the departments concerned. Candidates should have experience of computerised accounting systems.

Further particulars may be obtained from the Finance Officer, Senate House, Tyndall Avenue, Bristol BS8 1TH. Applications should be sent to him by 18th July. The University does not issue application forms.

### FINANCIAL CONTROLLER C £30,000 + Excellent Package

Leading Financial Organisation needs an innovative ACA or ATT1 to head up a new operation - liaising with professional advisors, regulatory bodies and senior management within other financial institutions. Experience of insolvency/investigation/compensation essential.

MERIDIAN RECRUITMENT CONSULTANTS

25 Museum Street, WC1  
01-255-1555

### GRADUATES

Accountancy Tax Training Contract (ACA or ATT1) to £9 - £10,500 + full study PACKAGE. Posts still available to start Sept. for TOP INTERNATIONAL to Small/Medium Chartered Accountants. Require 10-15 "UCCA" points at "A" Level & You must expect a 1st/2nd Degree.

01-255-1555 Mike Morell, Meridian Rec Cont, 25 Museum St., WC1A 1JT

## Tax Manager

Hong Kong  
Market Rate Compensation  
incl. Housing Allowance and other benefits

Our tax practice in Hong Kong, of nearly 100 partners and staff, has a need for two corporate tax managers, preferably with banking or other financial services sector experience.

You will work in one of the most exciting cities in the world, where sophisticated business styles mingle with Eastern culture.

Opportunities at this managerial level are rare.

You are likely to be a chartered accountant with at least 2-3 years post qualification tax experience. Those with legal or other accounting qualifications should also apply.

You should be prepared to consider a permanent move to Hong Kong or an overseas posting

of not less than 2 years. Those with above average performance records will be considered for senior tax positions in the UK Firm on their return.

Patrick Paul, our senior tax partner from Hong Kong, will be in London in late July.

Please send brief CV to John Townsend, our National Tax Recruitment Manager, who will be pleased to arrange an exploratory discussion.

Price Waterhouse  
Southwark Towers  
32 London Bridge Street  
London SE1 9SY  
Tel: 01-407 8989

Price Waterhouse



### APPOINTMENTS ADVERTISING

Appears every Wednesday and Thursday

For further information call 01-248 8000

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Deirdre Venables ext 4177  
Paul Maraviglia ext 4676  
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### A direct line to the executive shortlist

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InterExec clients do not need to find or apply for appointments. Over 50 full-time staff with over 6,000 advertised vacancies p.a. enable InterExec to offer the only confidential Executive placement service. What is each unproductive day costing you?

For an exploratory meeting without obligation, Telephone InterExec on 01-930 5041/7

A member of the Career Development & Outplacement Division

Landseer House, 19 Cheving Cross Road, London WC2H 0ES.



### FOR ACCOUNTANTS

ESTATES MANAGER (FINANCE) c £18,000 p.a.

Progressive PLC are looking for an enthusiastic Manager to co-ordinate on-site managers and assume control of £3m+ rents. Experience of computerised management systems and the ability to work to deadlines, reporting directly to the Board.

Please phone Mike Morell of Meridian Accountancy on 01-255-1555

## Financial Director East Anglia

£20,000 plus

A Financial Director is sought for a profitable and expanding manufacturing company, a subsidiary of a public company, whose products are used by major companies in the UK and overseas.

Reporting to the Managing Director, the Financial Director will be responsible for all aspects of finance, and will be expected to take a full part in the general running of the business, with an emphasis on its commercial aspects. The development of management information systems will be an important part of the job description.

Candidates must be fully qualified accountants, with a background in manufacturing industry. Familiarity with sophisticated computerised systems would be a distinct advantage.

Basic salary will be at least £20,000, plus a profit-related bonus. Other benefits include a fully-expensed car, medical insurance, and relocation assistance where appropriate.

Please write with full CV to, J. Bloomfield, Managing Director, Auto Wrappers (Norwich) Ltd., 73 Whiffier Road, Norwich, Norfolk NR3 2AU.

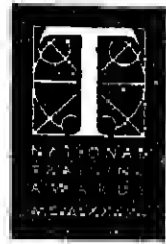


هكذا عندنا العمل

هكذا صحت انا

# UK Financial Controller

## Covent Garden £42,000 + car



CAP Group plc is one of Europe's largest independent systems companies, having recently merged with the French software systems group Sema-Metra. Now with over 6,000 staff and increased market penetration, turnover of the company will be in excess of £300 million.

Based in Covent Garden, the position of UK Financial Controller is a direct result of the Group's continuing expansion and development of new business areas.

Reporting to the Group Finance Director, the objectives of the UK Financial Controller are to improve financial performance by coordination of the financial management of the CAP Group and to provide the highest quality financial and commercial advice to Divisional and UK management.

The candidate we are seeking will be a qualified accountant, aged 35-40, with a number of years' experience of

controlling within a service industry. Information technology sector knowledge would be useful, though not essential, but the ability to thrive in a rapidly changing environment is a necessity. The challenging nature of this position also requires involvement with group systems implementation, and the ability to communicate logically, effectively and forcefully at all levels including noo financial divisional management.

If your career to date equips you for this exceptional opportunity, please contact **Diane Foxrester ACA** on 01-831 2000, or write to her at **Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH.**

**MP**  
Michael Page Partnership  
International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

**CAP**  
The Systems Company

# Blick plc

## Group Finance Director

Swindon

c£45,000 package

Blick plc, fully quoted since June 1986, is seeking a commercially minded chartered accountant to join the main board, following the appointment of the present incumbent as Group Managing Director.

The Blick Group is the established market leader in the time control market and has a significant presence in the on-site alphanumeric paging market in both the UK and in Europe.

The Group has a substantial long term rental business and a well-established customer base.

The interim statement published earlier this week reported Group turnover of £9.2m and pre tax profits of £2.1m for the six months to March 1988.

The Group Finance Director will be responsible to the Managing Director for the successful management of the finance function, through the present subsidiary company finance directors, and, the Group's cash resources and tax planning. In addition, the finance director will play an important

part in developing the Group through acquisition as well as continuing with the well-established links to the City and institutional investors.

Applicants should be suitably qualified accountants, aged between 35 and 45 and presently either a Finance Director of a similar sized company or controller of a larger organisation or division. A strong practical management style and proven ability to communicate will be necessary to make a successful contribution to the senior management of the Group and its subsidiaries.

On offer is an excellent career opportunity with a commensurate remuneration and benefits package (which includes stock options, bonus scheme, executive car and pension).

Candidates should forward a comprehensive cv to **Anthony Hodgins ACA or Renny Hayes BA ACA** at **Michael Page Partnership, 29 St. Augustine's Parade, Bristol BS1 4UL**, quoting reference 374.

**MP**  
Michael Page Partnership  
International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

# Director European Treasury

Herts

to £40,000 + Bonus etc

Our client, a US multinational engineering, systems and service conglomerate, seeks a Director European Treasury for their \$400m turnover European operations which currently extend across 10 countries.

Reporting directly to the USA, you will be responsible for implementing central treasury policy throughout Europe and formulating, recommending and actioning European policy as appropriate. This will encompass cash and f/x management, trade finance, capital structuring, bank relationships, and the development of treasury management and reporting systems across all European business units.

This is an exciting development role which will appeal to a highly motivated self-starter with the ability to identify and communicate key issues quickly and effectively. You will already hold a senior treasury position, ideally within a US

multinational, and have a sound knowledge of international financing techniques, European financial markets and foreign exchange markets.

Interested candidates who meet these demanding requirements should write to **Barry Ollier, BA, ACA**, enclosing comprehensive curriculum vitae and daytime telephone number at **Whitehead Rice, 295 Regent Street, London W1R 8JH** quoting Ref: 246. (Tel: 01-637 87361).

*Whitehead Rice*

MANAGEMENT SELECTION

# MARKETING ORIENTED... FINANCIAL CONTROLLER

c £33,000 + car + bonus

This rapidly expanding business is a high profile division within one of Britain's largest public groups. It has a turnover of £250m and markets a range of attractive telecommunications products for the business user. Amongst the leaders in each of its markets, it has a reputation for innovative new product development, and is developing an increasingly international presence.

The Division is organised functionally, giving this position two stimulating objectives. As a key member of the Marketing Group, the Controller provides financial analysis and advice to support marketing decisions. The Controller is also jointly responsible for the performance of one of the Division's most aggressively expanding business units. You will have the support of a small high calibre team.

The Marketing Group's central and driving role in the Division makes this a key role of great importance. Candidates should be qualified accountants or financial MBAs, probably aged in their early thirties. You should be accustomed to a consumer oriented environment, and ideally have worked closely with an ambitious sales or marketing team. Your success will be determined by excellent communications and reasoning skills, commercial flair and energy.

Please write in confidence with concise career, personal and salary details, quoting Ref: L357 to Heather Male.

Egor International Ltd, Metro House, 5th Floor, 58 St. James's Street, London SW1A 1LD. Tel: 01-629 8070.

**EGOR**  
EXECUTIVE SELECTION

Great Britain • Belgium • France • Germany • Italy • Portugal • Spain

# Financial Controller

circa £27,000 plus car etc  
Surrey

A highly successful builders supply group, our client is part of one of the top 100 UK companies. Due to the promotion of the last Head of Finance they are now seeking an experienced and ambitious individual to take over the day to day management of the head office finance department.

Reporting to the Managing Director, the successful candidate will be responsible for providing a complete

accountancy service to the area depot management as well as the board.

Candidates, who should be in their mid thirties, must be qualified accountants with extensive 'hands on' financial management experience. Ideally, they should also have strong interpersonal and communication skills and be able to negotiate with all levels of management.

The remuneration package will

include a quality executive car, pension and substantial bonus which is reflected in the salary quoted above. Please reply with full CV and salary details, quoting MCS/9002 to: **Susan Ryder, Executive Selection Division, Price Waterhouse Management Consultants, No. 1 London Bridge, London SE1 9QL.**

*Price Waterhouse*

# International Finance - Hi-Growth Asset Control Manager

M40 Corridor

c£27,500+Car

Our client is the international headquarters for a major healthcare division of a multi billion dollar turnover US "blue chip" corporation. The international HQ is responsible for all non-US operations with subsidiaries in over a dozen countries, manufacturing in three of them, and a turnover of \$200 million. Growth and profitability are high with substantial future organic growth opportunities.

Following a recent promotion the opportunity has arisen to introduce fresh creative thought into the field of international financial management. Reporting to the Director, International Accounting, the Asset Control Manager will have responsibility for a small staff in reporting and controlling the International Divisions assets eg. Receivables, Inventory, Treasury. You will also be responsible for recommending courses of action or creative solutions to amongst others, Tax, Dividend Planning and Export Credit Management.

The successful candidate will be a qualified accountant aged 27-31 with experience of multinational

reporting in a rapid growth environment. You will be ambitious, highly committed and creative, with the ability to think laterally in your resolution of issues. The presence and maturity to relate to overseas line management and senior divisional management is also important. As might be expected of such an international role regular travel will be required - approx 20%, and a second language would therefore be useful.

The remuneration package is negotiable for the right person and will include a fully expensed car, pension, medical health cover and a full relocation package.

This is an excellent opportunity to gain international group experience in a highly regarded organisation. If you can identify with this role, I would be pleased to hear from you - send your cv to:

**Wayne Thomas, Executive Division, Michael Page Partnership, Kingsbury House, 6 Street Street, Windsor SL4 1BG.**

**MP**  
Michael Page Partnership  
International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

# Telford FINANCE DIRECTOR (Designate)

To £25,000 + car

+ substantial potential benefits

This opportunity arises due to internal promotion in a subsidiary of a £375 million turnover international group. Supplying the catering and vending industries, this food processing company has sales in excess of £10 million and employs about 100 people.

Reporting to the Managing Director and controlling six staff, the Finance Director (Designate) will be responsible for all finance, D.P. and general administration functions. The successful candidate will participate actively, as a member of a small management team, in making business decisions affecting the company's profitability and future development but must also be willing to get involved in detailed work and adopt a shirt-sleeves approach.

Applicants must be qualified accountants whose manufacturing industry experience, preferably gained in a batch production environment, should include both standard costing and product profitability reporting. Exposure to the food, packaging or FMCG industries would be an advantage.

Relocation expenses will be paid where appropriate. Attractive additional benefits will apply on achieving full board status in about one year and this expanding group offers ample scope for further career development.

Please send a comprehensive career résumé including salary history and day-time telephone number, quoting ref: 2931 to **Graham Perkins, Executive Selection Division.**

**Touche Ross**

Thavies Inn House, 3/4 Holborn Circus, London EC1N 2HB. Telephone: 01-353 7361.

# APPOINTMENTS

## ADVERTISING

Appears every Wednesday and Thursday

for further information call 01-248 8000

Tessa Taylor ext 3351

Deirdre Venables ext 4177

Paul Maraviglia ext 4676

Elizabeth Rowan ext 3456

# COUNCIL FOR NATIONAL ACADEMIC AWARDS ACCOUNTANT

CNA is a chartered body with the responsibility for awarding degrees in Polytechnics and Colleges nationally. We are seeking an accountant, preferably qualified, to make a positive contribution to our small Finance Unit.

He/she will report to our Head of Finance and major responsibilities will include the development of computerised accounting and reporting systems, and the supervision of the accounting function. The salary will be on an incremental scale which runs from circa £16,500 to £23,400 pa. Interviews will be held on Tuesday, 2 August 1988.

For further details please contact: Personnel Office, CNA, 844-854 Grays's Inn Road, London WC1X 8BP. Tel: 01 278 4411 ext. 279/282

The closing date for receipt of applications is 15 July 1988.



COUNCIL FOR NATIONAL ACADEMIC AWARDS

# PARTNERSHIP SECRETARY

c. £25,000 p.a. incl. Benefits

My clients are a prominent, long established legal practice in Surrey with several branch offices. They seek to appoint a suitably qualified person for the appointment of Partnership Secretary, based in West Surrey.

This is a new appointment of partnership status involving full responsibility for the firm's administrative functions particularly those relating to accounts, human resources and technological development. An important aspect of the appointment will be to ensure effective communication and co-ordination between the firm's branch offices.

The successful candidate will be a person with considerable accounting and administrative ability who has had good relevant experience in a senior capacity within a commercial or professional organisation.

Please apply with CV and details of current remuneration, quoting JH/701, to: **Michael Williams, John Hamilton Associates, 46 Aldgate High Street, London EC3N 2AL** Tel: 01-481 8514

**JHA**  
John Hamilton Associates  
Management and Recruitment Consultants

## UK Financial Controller

c. £30,000 plus car

Bracknell

The company is the UK subsidiary of a successful leading Canadian software supplier specialising in advanced language technology for developing business applications. The company is committed to a high level of expenditure on research and development and its products have achieved worldwide recognition. The European business is growing rapidly and as part of its strategic development the company is forming an independent UK head office structure.

The new position of UK Financial Controller will report to the Director of Finance and Administration, Europe. The incumbent will develop the financial systems and controls and have complete responsibility for the management and financial reporting, the computerised accounting operations, a staff of 7, and all financial administration including sales order processing. The position is autonomous and offers considerable scope for advancement.

Candidates will preferably be chartered accountants aged 30 to 35 with a well rounded commercial awareness. Experience of developing financial systems, controls and reporting procedures in a fast moving hi-tech company is important. You should have worked for an international company and be familiar with computerised accounting systems. In addition, you will need initiative and well developed interpersonal skills. Your approach must be results oriented and you should be able to adapt quickly to the demands of a changing environment.

If you are interested please reply in confidence giving concise career, personal and salary details to: Michael Fahey, Ref ER 107, Arthur Young, Corporate Resourcing, Citadel House, 5-11 Foster Lane, London EC4A 1DH.



Arthur Young Corporate Resourcing

A MEMBER OF ARTHUR YOUNG INTERNATIONAL

## Group Financial Controller

West End

£33,000 + executive benefits

Our client is a highly successful FLC with exceptional growth and activity. The group's operations embrace property development, construction, mineral extraction and health care.

Reporting to the Managing Director, the Group Financial Controller will be responsible for all group financial matters which embrace cash flow, group accounting, budgets, statutory accounts and involvement in acquisitions.

This position offers tremendous experience coupled with excellent prospects and will appeal to self motivated commercially minded accountants.

Candidates must have trained with a small firm of chartered accountants or have gained experience

of preparing accounts within a general practice group in a larger firm of chartered accountants. Experience of group accounting gained within a large commercial group would be an added advantage but is not essential. The age indicator is 28-33.

Vital attributes are strong inter-personal skills with a results orientated approach.

The salary package will include a generous executive pension scheme, share options and an executive car.

If you are interested and meet the above requirements then please send your curriculum vitae and daytime telephone number to Jon Anderson ACMA, Executive Division, 39-41 Parker Street, London WC2B 5LH, quoting ref. M100.



Michael Page Partnership

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Director of Finance

C £30,000 p.a.

The North West Surrey Health Authority employs some 3000 people in a pleasant, semi rural part of Surrey, yet within easy reach of London.

Crucial to the successful running of the Authority is the careful control, administration and allocation of the yearly budget which is in excess of £.4 million and this will be the prime responsibility of our new Director of Finance.

Reporting to the General Manager and the Health Authority on all matters concerning the design of financial policies, appropriation and use of total financial resources and overall control, he/she will lead an established team operating in a busy environment which has a high public profile.

Activities key to budgetary control embrace management of resources, corporate direction, the formulation of strategic and short term objectives, the collation and eventual disbursement of financial information, close liaison with relevant managers to ensure uniformity of intent and the leadership of the Authority's income generation and value for money initiatives.

The man or woman appointed will be formally qualified and will have spent several years in a senior financial managerial position - not necessarily in the public sector - which involved sophisticated financial planning and continued strategic review.

A proven communicator, the Director of Finance will make an important contribution to the future development of the Authority.

Salary offered is likely to be £29,790 p.a. plus performance related pay. Benefits include a lease car scheme, pension scheme and relocation package to the Surrey area as appropriate.

Informal enquiries to Richard Mearns, District General Manager, Ottershaw (093287) 2000 Ext 2295.

Information package from Sarah Waller, Director of Personnel, District Headquarters, Bodelays Park Hospital, Guildford Road, Chertsey, Surrey KT16 0QA. Tel: Ottershaw (093287) 2000 Ext 2131 to whom curriculum vitae should be sent together with the names of 3 referees by 8th July 1988.



North West Surrey Health Authority

## YOUNG ACCOUNTANT

City

c £25,000 + CAR

My Client is a highly respected Commodity broker, based in the City, with offices in Singapore and New York.

Long established in its core business in soft commodities, this forward thinking Firm, which has successfully applied its expertise in developing significant new businesses in allied areas, continues to look for strategic growth opportunities.

Reporting to the recently appointed General Manager, this role is primarily to manage the financial accounting function. In addition the applicant will be required to play a major part in developing computerised accounting systems and to participate fully in the financial management of the business.

This challenge is for a young, ambitious ACA, probably 24-28, who has at least a year's management experience gained in the City, preferably in brokerage. Commercial acumen and computer skills are essential, allied to an assertive character, tempered with the tact required to operate in an hitherto traditional environment.

Please write with detailed CV, including current salary, quoting ref FT125, to: Monty Grigg, BSc, MIPM, Haines Watts Recruitment Services, Palladium House, 1-4 Argyll Street, London W1V 1AD. 01-734 6571.



## AUDITORS

COMPUTER AUDITOR £25,000 + Car  
International insurance company, excellent prospects to the top.  
AN01200

INTERNAL AUDITOR £22,000 + Car  
Heading a team with this international, rapidly expanding company  
AN01199

SENIOR INTERNAL AUDITOR £20,000  
Prestigious manufacturing company, rapid career development for  
high fliers. Excellent opportunity. AN0224

MANAGEMENT CONSULTANCY AND AUDIT £10,000 +  
Car Reg  
An auditing role with a difference. Liaison at all levels, taking a  
senior role within this major international group you will be based in  
Gloucestershire AN0248

TRAINEE PACKAGE - INTERNAL AUDITOR £12,000 Neg  
Junior, career orientated with an enthusiastic approach. Already part  
qualified you will want to specialise into this area of accountancy with  
this million £ turnover company. AN0206

PRACTICE AUDITORS - VARIOUS  
CHARTERED ACCOUNTS  
Fully Negotiable

All positions offer relocation and excellent company benefit packages. These  
are a selection of current positions which are based in Wiltshire, Gloucestershire,  
Derby and Bristol. We do of course have numerous other qualified and  
part-qualified positions available.

## Accountancy Network

Call Connie Jaques 0783 612222.

5 Marsh Street BRISTOL, BS1 4AA Telephone 252020  
101 Commercial Road SWINDON SN1 8PL Telephone 812222  
31 Cross Street READING RG1 1ST Telephone 206081  
Goswami Gardens Hove LONDON SW1V 0SS Telephone 01 858 8888

## Financial Director (Designate) Advertising Agency

London, W1

£34,000 + Car

Our client is a recently formed advertising agency which has attracted a list of blue chip clients and is trading profitably a year after start up, and is seeking a Financial Director (Designate).

Reporting to the Managing Director, the role will encompass financial accounting, management information, systems development including computing, and certain company secretarial and administrative duties. Early prospects of a directorship are offered, together with a progressive package including a share scheme. This is an opportunity to work with a dynamic team in developing an exciting business.

Applicants should be commercially aware chartered or certified accountants, aged 30 - 40 with service industry experience, ideally in the media sector.

Please write in complete confidence enclosing a curriculum vitae with salary details, quoting reference 11130 to:

Peter Childs  
Pannell Kerr Forster Associates  
New Garden House  
78 Hatton Garden  
London EC1N 8JA

Pannell Kerr Forster Associates  
MANAGEMENT CONSULTANTS

## Finance & Operations Director, International advertising agency group, London

The company has an outstanding professional reputation, is privately held and continues to grow rapidly from its own resources.

### The position

Reporting to the Group Board, the person appointed will work closely with the CEO and a small HQ staff on day-to-day management of some 20 subsidiaries in 10 countries.

### Responsibilities

These cover a wide range of general management and financial areas:

- Organisation & legal
- Budgeting & financial reporting, consolidation & management accounting
- Treasury & banking relations
- Supervision of 2 senior financial staff in HQ
- Functional responsibility for financial staff in subsidiaries.

### Requirements

Basic training in a big-eight audit firm and/or training in financial management in a multinational company preferably with working experience outside of the UK. Age, sex & nationality are open; however candidates should be fluent in English and at least 1 major European language.

Reply to Box no: T6604, 10 Cannon Street, London, EC4P 4BY

## GROUP MANAGEMENT ACCOUNTANT

Berkshire

Up to £30,000 + Car

Our client is a highly successful, multi-national Company specialising in the design and installation of a wide range of advanced electronic equipment.

Due to internal promotion, a unique opportunity has arisen for an experienced, well qualified Management Accountant, aged 28+, to be responsible for all manufacturing accounting and MIS functions.

Reporting to the Financial Director, the successful applicant must be a commercially-minded, numerate accountant with experience of computer systems encompassing product costing and inventory control. The ability to liaise effectively at all levels is essential, along with the excellent man-management and persuasive skills necessary to manage and motivate a small, yet highly efficient team. Knowledge of international transactions would be a distinct advantage.

In return our client offers an excellent salary which reflects the importance of the position, company car and all benefits associated with a major, progressive company. Relocation assistance will be provided where necessary.

To apply please send a full C.V. quoting reference no FT/1, listing separately any companies to whom you do not wish your details to be sent to:

Kath Boakes, Account Manager,  
Hoggett Bowers Advertising, Grove House,  
551, London Road, Isleworth, Middlesex, TW7 4DS.  
All applications will be forwarded directly to our client who will conduct the interviews.



HOGGETT BOWERS ADVERTISING



## FINANCE DIRECTOR

Salary is negotiable to £30,000 + car + benefits

An expanding and profitable publicly quoted group with a turnover of £28 million seeks a Finance Director for a subsidiary company which is a leading industrial company in its field.

Based in Hampshire the successful candidate will be 27+ and must have had first class professional training. He/she will show the potential for promotion to support the Group Managing Director in the assessment of future acquisitions and the financial control of the growth of the Group.

To apply, please write quoting ref DA.826 to the Managing Director, Executive Selection Division, 18 Grosvenor Street, London W1X 9FD.

ESD is the Executive Selection Division of EAL International

## ADVERTISING AGENCY

We are a medium sized agency with expertise in Business, Industry and Corporate Communication. Having just been acquired by a major worldwide agency, we have the backing and support for fast growth, including acquisitions of our own, properly funded by our parent company.

We have a young, aggressive, commercially orientated management team and are looking for someone to come in and take over all responsibility for finance, accounts, general corporate growth and the reporting to our parent company from our retiring chairman.

He or she would need to be a professional, experienced, but most of all shrewd, enterprising and someone who thrives on the cut and thrust of business, accounts, profitability, financial controls and acquisitions etc.

Impressive prospects for suitably qualified candidate.

Please apply in confidence to:  
The Chairman, Box T6937, Financial Times,  
10 Cannon Street, London EC4P 4BY

## ACCOUNTANTS FOR BANKING

ACA for American bank. 23-27 years, newly qualified/up to 3 years post-qualification experience. The successful applicant will have trained with one of the large firms and now wish to make a career in banking. Must have the potential to progress to management at an early stage. Salary £23,000 with excellent fringe benefits including mortgage subsidy.

Part-qualified accountant for Project Team in international bank. The tasks are varied and interesting and there are opportunities to progress. 23-27 years. Salary to £18,000 plus bonus and mortgage subsidy.

Please telephone Shelagh Armit on 01-583 1611 or send cv to her in confidence: ASB INTERNATIONAL RECRUITMENT, Fleet Street, London EC4Y 1BE.

## FINANCIAL CONTROLLER

N WEST TO £35,000 + EXEC CAR

We are a highly regarded and well established private company profitably engaged in clothing fashion wholesale, imports and exports, stationary and properties. Present turnover is approx £1.5m and we are under going rapid but controlled expansion with a view to going public.

We wish to appoint a graduate Qualified Accountant (an MBA would be an asset) with strong commercial and general management skills and the personality and drive to achieve agreed business objectives.

You will be in your late 20's to early 30's have a 1st class career record and be able to demonstrate success in fast moving environments.

You will control all the financial affairs of the Company, implement an IBM 36, strengthen the company's internal and reporting systems and provide strong and effective leadership to the Board.

An excellent package is offered commensurate with the seniority of the position and includes a high negotiable salary, bonus, expanded 2:1 Granada GHS plus relocation expenses where appropriate.

Please write with comprehensive CV to N DEAN, FINWISE GROUP OF COMPANIES, HOUSE OF DOLLAR, BURY NEW RD, MANCHESTER M8 8FN

هكذا صنعنا الفشل



## Financial controller

City c £40,000



For a leading money broker, long established in London and with a world wide network of offices. The Company seeks an experienced financial manager to play an important role in the management and development of the London office, which, with over 200 brokers, is the largest in the network.

Reporting to the London Managing Director, you will have full management responsibility for the accounting, data processing, and administrative functions. Your financial responsibilities will include the preparation of accounts, budgets, cash flow forecasts, and management information for the London office and to meet reporting requirements at Group level.

You will also manage a small DP team, ensuring that information systems continue to meet the evolving needs of line management. Your administrative role will include the management of the data input and office services staff.

A qualified accountant, probably in your late 30's, you will be an accomplished manager with a record of success in a financial services institution and experience of managing systems support. You should have good leadership skills, a responsive approach but be able to stand your ground in a challenging and fast-moving deal oriented environment.

Resumes please, including a daytime telephone number to Robin K Alcock, quoting Ref: RA 951.

**Coopers & Lybrand Executive Selection**

Coopers & Lybrand Executive Selection Limited

Shelley House 3 Noble Street London EC2V 7DQ

## Financial Director

Package c£40,000 (negotiable), + bonus and car

North West

With a turnover in excess of £100 million, our client is the highly successful manufacturing division of a major international plc.

Working as part of a dynamic team of directors, you will be involved in the strategic management and development of this expanding business, in a role that encompasses financial, computing, investment and commercial responsibilities. Your initial task will be the standardisation of computer based and other accounting systems across the Company's 10 locations in the UK, introducing change where necessary. This will give you a clear insight into the Company's operating procedures which is essential for this "hands on" role.

A Chartered Accountant aged 35-45, you will have an appropriate management background and must be prepared to become deeply involved with the running of the business. Your personal qualities must include enthusiasm, drive and well developed interpersonal skills. Exposure to computerised accounting systems is essential.

Salary is negotiable around the above quoted figure, and the comprehensive range of first class benefits includes bonus, pension scheme, company car, BUPA and relocation assistance to the North West.

Please write with full career details to: Chris Robertshaw, ref. CR/B/19, MSL Advertising, Sovereign House, 12-18 Queen Street, Manchester M2 5HS.

**MSL Advertising**

### CORPORATE FINANCE

**City** £27,000  
A dynamic young qualified accountant is offered an outstanding career opportunity in a leading UK merchant bank. Working with an aggressive young team you will be responsible for investigating potential floatations, mergers and acquisitions as well as dealing with client liaison. Ref: Q100.

### CHIEF ACCOUNTANT

**City** £25,000 + car  
Highly profitable industrial group has a vacancy in the marketing division for an accountant aged 25-35. As manager of an extremely professional department your priority will be to ensure deadlines are met, though wider business involvement will also be expected. Ref: AN 142.

### GROUP ACCOUNTS

**C. London** c£24,000  
British multi-national corporation with a turnover in excess of one billion pounds, is seeking an ambitious assistant group accountant. Candidates will be recently qualified accountants, with responsibility for financial reporting and development, computerised consolidations, results interpretation and acquisition investigations. Excellent prospects. Ref: GS 51.

### MANAGEMENT ACCOUNTANT

**City** £23,000 + car + bfm.  
Major US bank seeks a recently qualified CIMA for challenging career opportunity. Management accounts, budgets, systems development and cost control are the principal responsibilities. Short-term prospects are outstanding for young, decisive, computer literate candidates eager for a career in banking. Ref: AC 539.

### MARKETING ACCOUNTANT

**Swiss** £22,000 + car  
Expanding FMCG company is recruiting an accountant with a strong personality to monitor, plan and control all sales and marketing activities. This challenging role is seen as a springboard for the right person into senior management. Ref: JPB 303.

For further details concerning these and many other opportunities, please contact our qualified division, or send your curriculum vitae to...

## HUDSON SHRIBMAN

VERNON HOUSE, SICILIAN AVENUE, LONDON WC1A 2DH TEL: 01-831 2323

### CITY RECRUITMENT BOOM

17 years of unbroken growth have made Allied Dunbar one of the UK's leading financial services groups. Our City Region is looking to appoint a number of new Consultants based in London and Kent. Our Financial Management Consultants enjoy superb training, marketing and administrative support.

Average earnings now exceed £24,000 including renewal commissions.

A £5 million TV advertising campaign will ensure that 1988 is our best year ever. Aged 25 plus, have you got what it takes to secure your future? Find out.

Call Ros Hurley on 01 494 4599 or send brief career details to her at Allied Dunbar Assurance plc, 76/78 Red Lion Street, London WC1.

We are an equal opportunities Group. Applications are welcome regardless of sex, marital status, ethnic origin or disability.

High calibre entrepreneurial financial person required to set up a short term finance company (up to £5m available). Good package offered with profit share.

Reply to box no. T6603, Financial Times, 10 Cannon Street, London EC4P 4BY

### SENIOR FINANCIAL ANALYST

£19,000 W. London  
Leading global Financial Services organisation seeks an ambitious newly qualified/finelist CIMA for career opportunity. Responsibilities include preparing budgets and monthly forecasts for senior management and producing financial presentations on their behalf. You will need at least 3 years relevant experience and be familiar with LOTUS 1-2-3. Please contact Sue Turner for further details.

Box T6605, Financial Times, 10 Cannon Street, London, EC4P 4BY

## The Recruitment and Personnel Services

Survey Will be APPEARING ON JUNE 29th 1988

## FINANCE DIRECTOR

London

c£45,000 + Benefits

Our Client is the major division of a substantial PLC, already providing a wide range of services and currently planning a vigorous expansion programme to double the division's size over the next year.

It now seeks an outstanding Finance Director who will be responsible not only for reporting and control, planning and systems development but will also work closely with the Managing Director in the commercial development of an expanding division.

Candidates will be qualified accountants aged 32-45, possess excellent analytical and leadership skills and have the tenacity and creative ability to make a significant contribution to the profitability of operating companies.

Benefits will include an executive car, a substantial profit-related bonus and a share option scheme.

Please reply in confidence with a comprehensive curriculum vitae including details of current earnings and a daytime telephone number to D.E. SHRIBMAN.

## HUDSON SHRIBMAN

VERNON HOUSE, SICILIAN AVENUE, LONDON WC1A 2DH TEL: 01-831 2323

## Financial and Marketing Management

West London

c£30,000 + car

Part of an international group, this fast moving, blue chip UK company is the market leader in its field. It plans to capitalise on this position in the 1990s through a programme of continued expansion.

In this new position which reports to a Divisional Managing Director, your role will be to provide financial planning and commercial advice to the sales and marketing groups. This will include the preparation of strategic plans and budgets; monitoring of marketing expenditure; pricing and distribution studies; and membership of the Executive Team. You will also control the function which provides systems and administration support to a large national sales force.

Career development prospects, which could be in either finance or marketing, are unusually varied and exciting.

We would like to meet qualified accountants or MBAs who can bring with them commercial acumen and financial planning skills gained within a marketing oriented company. An excellent benefits package includes a generous bonus scheme and non-contributory pension. Age: from 28.

Please write in confidence to Gill Atkinson, quoting reference A928, at 84/86 Grays Inn Road, London WC1X 8AE.

**CAMERON · SIMPSON**

Consultancy · Search · Selection

## Group Finance Director

City

Salary c.£35k + Benefits + Stock Options

Our client is a well established, profitable and developing company providing efficient bespoke computer based business solutions and consultancy to a broad spectrum of "blue chip" clients. They intend to take the firm to the market in 1989 and need to strengthen their team by the appointment of a Group Finance Director.

Reporting to the Joint Managing Directors, you will be responsible for the provision of management and statutory accounts, budgetary control, systems development and play a significant role in potential mergers/acquisitions and the formulation of treasury and commercial policy.

Candidates, will be Chartered Accountants, who can demonstrate a progressive track record preferably gained in banking, financial or computer service companies, be computer literate, have acquisition and mergers experience and perhaps have already taken a company to the market.

If you meet these demanding criteria, please send a detailed c.v. including current salary, to Don Dey FCA, quoting reference LM042 at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH.



**SPICERS EXECUTIVE SELECTION**

A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

## FINANCIAL CONTROLLER

North East London

£22-25k package + car

For a private, profitable design, manufacturing and distribution group, a recognised European leader with an eight figure turnover, its business mission is to add value to the product offerings of blue-chip FMCG companies. This new role has been created to improve the financial performance of the company by introducing computerised systems to facilitate operational control and the provision of management information. Responsibility will be to the Financial Director for financial and management accounting, and also for developing cost accounting systems; there is a support team of twelve already in place. A young (28-35), computer literate, qualified accountant, probably ACMA or FCMA, is preferred, with significant experience in a company with a diversity of manufacturing processes and with a disciplined, "team playing" work approach. Prospects for career development are excellent in this expanding, ambitious group.

Please write with a full cv, in confidence, to Barry Drinkwater, who will conduct preliminary meetings early in July.



**E.P. INTERNATIONAL**

Advertising · Search · Selection  
163 Brompton Road, London SW3 1HW. Tel: 01-569 4567

## Financial Controller

£30,000 Package

London Based

Our client, a subsidiary of one of the UK's leading banks, provides a professional and integrated approach to a variety of business and personal financial services.

Due to rapid expansion, they now wish to appoint a Financial Controller to take responsibility for the entire finance function of their Business Services Division.

Practical experience of budgeting, financial monitoring and MIS, preferably in a small business environment, is more important than qualifications and a lively and flexible approach more important than age. This is a challenging role offering a significant opportunity for both progression and promotion.

Please write sending a full Curriculum Vitae and quoting reference number 14/08 to:

**AGB Executive**

173 SLOANE STREET LONDON SW1X 9QG  
TEL: 01-235 9891

### EXECUTIVE, FINANCE AND MARKETING

wanted by expanding publishing firm based in Hertfordshire. A rapidly growing role for the right person. £17,000 plus PROFIT SHARE plus CAR plus PENSION.

Apply with CV to The Chairmans, Kingsway Ltd, Spirella House, Letchworth, Herts.

### APPOINTMENTS ADVERTISING

Appears every Wednesday and Thursday

for further information call 01-248 8000

Tessa Taylor ext 3351  
Deirdre Venables ext 4177  
Paul Maraviglia ext 4676  
Elizabeth Rowan ext 3456

## Financial Controller

Financial Services, City

Salary Package c£35,000

LondonClear Limited is an exciting new Company formed in 1987 by a group of 36 major financial institutions, to act as an automated clearing and settlement system for the Bearer Securities market. The initial planning phase is virtually complete and they are ready to proceed to the implementation and management stage, where they have identified a need for a Financial Controller to have overall responsibility for all financial and administrative functions.

Reporting directly to the Chief Executive, the Financial Controller will be responsible for all aspects of financial and management accounting, budgetary control and administration and will play an integral role in the future growth and development of the Company.

The successful candidate will be a qualified Accountant, with at least three years in a financial services environment and proven management ability.

The position offers a challenging opportunity to be the financial No 1 in a major start-up situation offering excellent career prospects and long term rewards.

Interested candidates who meet these demanding criteria, should send a comprehensive CV including current salary and a daytime telephone number to Carol Jardine, quoting reference LM012A, at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH.



**SPICERS EXECUTIVE SELECTION**

A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL



CH Industrials PLC

## Director of Corporate Planning

Central London

£40,000-£50,000

Play a key role in planning the future and the Management of a fast growing Industrial Holding Company (current capitalization circa £100 million +).

CHI plc: 20 principal subsidiaries operational within 5 main business areas, plus joint ventures with European Companies. This acquisitive Group has doubled sales and profit for 3 consecutive years; turnover now approaches £150 million, with very exciting in-house growth areas. Strong corporate finance skills have established a powerful equity base capable of sustaining impressive growth momentum.

**A New Job Role:** Reporting to and working with the Executive Chairman and the Group Managing Director, you will contribute to Group Performance in 3 important ways. ① **Track Group operating performance:** monitor group end subsidiary operations and formulate corrective action plans where necessary. ② **Play a key role in Business Development:** evaluate new opportunities for investment and acquisition. ③ **Direct Group Strategic and Tactical Planning:** at the centre originate, formulate and co-ordinate this vital role, designed to achieve strong growth and performance.

**Our Ideal Candidate:** • An individual of high intellect, well trained and skilful in the techniques of commercial analysis • A strong financial planner with the ability to give a lead to senior operational executives • Well developed communication skills, ideally gained in some form of consulting/corporate advisory role • A graduate, probably an ACA, possibly with an MBA.

**Remuneration Package:** A substantial basic salary + generous performance related bonus scheme + share option scheme + Executive Car + other fringe benefits appropriate to the significance of this appointment.

To Learn More: Telephone or write, in strict confidence, to the Group's Corporate Adviser: D. John Paddon MA (Chartered), Director, Merton Associates (Consultants) Limited, 70 Grafton Way, London W1P 5LE. (Tel: 01-588 2051.) (Telex: 01-587 5324.)



SYSTEMS CONSULTANT £40,000

OTE

plus car, plus benefits

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Please apply directly to Greg Ripley at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 01-836 3545, evenings: 01-889 9476.

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Our client, centred mainly in the UK and Europe, operates a highly successful multi-million pound business, currently growing at the rate of 20% per annum.

As a result of this extensive growth, a resourceful and versatile qualified Accountant is now needed to strengthen the financial team and assume responsibility for the implementation of new accounting software packages.

In return for a committed and flexible approach, an attractive package and unrivalled career opportunities are offered.

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INTL. COMPANIES AND FINANCE

Brierley, Packer in bid for Bell unit

BY JOHN MCILWRAITH IN PERTH

SIR RON BRIERLEY and Mr Kerry Packer have attempted to block Bond Corporation's proposed acquisition of the Bell Group. Mr Robert Holmes a Court's flagship, with a A\$77m (US\$63.6m) bid for a cash-rich subsidiary.

The bid announced yesterday for J.N. Taylor Holdings, the smallest of the three listed companies in the Bell empire, comes in the midst of labyrinthine court actions by several of the contestants.

Turnbridge, a company owned by Sir Ron and Mr Packer, is offering A\$2.10 a share for J.N. Taylor, five cents a share above the closing market price yesterday.

In addition to an investment portfolio, J.N. Taylor has cash reserves estimated at A\$200m. But it is its strategic value that has attracted the two bidders. Because Bell Group owns 45 per cent of J.N. Taylor, it is a key aspect of Mr Alan Bond's takeover, in which he is offering

A\$2.70 a share for the group. His other, and more crucial objective, as yet unstated, is Bell Resources, for which Mr Packer and Mr Brierley have announced a bid of A\$1.50 a share. However, a legal challenge from Bell Resources has prevented the formal launching of this bid.

Mr Bond has 19.9 per cent of Bell Group, which in turn owns 43 per cent of Bell Resources.

As the J.N. Taylor offer was being made yesterday, court hearings on two issues continued in Perth. One related to a bizarre situation in which two groups, one headed by Mr Holmes & Court, the other by Sir Ron and Mr Packer, claim to have conducted Bell Resources' annual meeting a few weeks ago.

The other hearing is to answer the question whether a confidential report prepared by the National Companies and Securities Commission on the purchase of shares in Bell Group by the Western Australian State Government Insurance Commission

should be available to Turnbridge.

The moves and counter-moves to gain control of Bell Group and Bell Resources are expected to continue for months; some analysts say there will not be a resolution before the end of the year.

However, yesterday's Packer-Brierley move was not a complete surprise. Some blocking manoeuvre against Mr Bond had been expected.

The J.N. Taylor bid was foreshadowed last Friday when Sir Ron, through his Industrial Equity (IEL), announced he had acquired 15.03 per cent of the company. It now seems likely that this will be sold to Turnbridge.

Yesterday, none of the parties would comment on the Turnbridge bid, but at the weekend a Bond Corporation official said IEL's acquisition was obviously a move to maximise its position in the Bell structure.

One potential obstacle to the Bond Corporation bid for Bell

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June 1988



IBJ announces record Y279bn rights issue

BY DAVID LASCELLES IN LONDON AND STEFAN WAGSTYL IN TOKYO

INDUSTRIAL BANK of Japan, the largest of the country's long-term credit banks, yesterday announced a record Y279bn (US\$2.2bn) rights issue, only nine months after making a Y213bn cash call on its shareholders.

The issue, scheduled for September, will be on a two-for-25 basis at Y1,600 per share, compared with the stock's Y3,280 closing price last night. IBJ said the proceeds would be used for working capital.

This capital-raising exercise is the latest of many undertaken by Japanese banks as they strive to improve their capital position in the run-up to the new international capital convergence accord.

The accord, due to be finalised shortly by the Cooke Committee

in Basel, will lay down minimum capital standards for all the world's leading banks.

Japanese banks, whose capital ratios are low by international standards, have the greatest amount of ground to make up.

IBCA, the London-based credit analysis group, recently estimated that Japan's three long-term credit banks would need an additional Y65bn to meet the Cooke standards.

They, along with the city or commercial banks, have been tussling behind the scenes for places in the queue to raise funds. All want to take advantage as soon as possible of the record levels of the Tokyo stock market, which reduce the costs of equity-linked funds.

As a group, the country's com-

Jardine Fleming to set up securities firm in Taiwan

BY KEVIN HAMLIN IN HONG KONG

JARDINE FLEMING, the Hong Kong-based merchant banking group, is to set up a joint-venture securities firm in Taiwan with Bank of Communications and First Commercial Bank, two of the country's leading government-owned banks.

The firm, which will have paid-up capital of NT\$1bn (US\$34.8m), has been granted an "integrated securities licence" by Taiwan's Securities and Exchange Commission, which Jardine Fleming claims is the first for a concern with a significant foreign shareholding.

The development follows recent changes to Taiwan's securities laws. An integrated licence allows a firm to act as broker for local shares, underwrite new issues, and trade securities on its own account. The Jardine Fleming

Bank of America to raise capital in Egyptian bank

BY TONY WALKER IN CAIRO

BANK OF AMERICA and its Egyptian and foreign partners are increasing the capital in the loss-making Misr American International Bank by E\$30m (US\$13m), to E\$45m.

Banque du Caire, one of Egypt's Big Four public sector banks, has been brought in as a 17 per cent shareholder in an effort to strengthen MAIB's performance and broaden its customer base.

Bank of America, which has a 40 per cent stake in MAIB, appears for the time being to have abandoned attempts to sell its share.

Mr Omar Sakr, manager of Bank of America in Egypt, said the restructured MAIB hoped to benefit from Chase Manhattan's withdrawal from the Egyptian market. Last year Chase sold its

Wormald faces offer from joint venture

HANIMEX, A Sydney-based photographic group, and the local arm of Chase Corporation, a New Zealand property and investment company, are to bid for half of each shareholder's stake in Wormald International, the Australian fire protection and security group, Reuters reports from Sydney.

A joint-venture company called Bainton will offer two Hanimex shares plus A\$1.25 cash for every three Wormald shares, Hanimex and Chase said.

The bid values Wormald shares at A\$2.15 each, based on Han-

imex's current share price of A\$2.60. This puts a value on the target company of A\$387.6m (US\$320m).

The bid is conditional on acceptance for a minimum of 18.6 per cent of Wormald equity and on Wormald shedding a 23 per cent stake in itself by accepting the Bainton offer or cancelling the shares.

Chase, which has a combined stake of 19.7 per cent in Wormald with its associate Bell Corporation, has been urging that the group be broken up and capital be returned to shareholders. The

NEW ISSUE These Bonds with Warrants having been sold, this announcement appears as a matter of record only. JUNE 1988

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For the six months, 22nd June 1988 to 22nd December 1988 the Notes will bear interest at 8.0375% p.a. with a Coupon amount of US\$408.57 per US\$10,000 Note and US\$10,234.32 per US\$250,000 Note payable on 22nd December 1988

Agent Bank: Loyds Merchant Bank Limited

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Agent Bank: Morgan Guaranty Trust Company of New York London

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In accordance with the provisions of the Notes notice is hereby given that the rate of interest for the six months 23rd June, 1988 to 23rd December, 1988 has been fixed at 8 1/4 per cent and that the interest payable on the relevant interest payment date, 23rd December, 1988, will be US\$4,127.25 per US\$10,000 Note.

Agent Bank: Standard Chartered Bank Limited, London

U.S. \$200,000,000

Hydro-Quebec

Floating Rate Notes, Series FY, Due July 2002

Interest Period	21st January 1988
	21st July 1988
Interest Amount per U.S.\$10,000 Note due 21st July 1988	U.S.\$369.44

Credit Suisse First Boston Limited Agent Bank

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Agent Morgan Guaranty Trust Company of New York London Branch

INTERNATIONAL COMPANIES AND FINANCE

WestLB and Helaba close to decision on merger

BY HAIG SIMONIAN IN FRANKFURT

THE MANAGING boards of Westdeutsche Landesbank (WestLB), West Germany's fourth biggest bank, and Hessische Landesbank (Helaba) hope to reach a decision within the next month on their long-remoulded merger, which would form Germany's second biggest bank with assets of almost DM227bn (\$130bn).

However, the timetable may prove unrealistic given the need for shareholder approval. WestLB and Helaba are owned by the state governments of North Rhine Westphalia and Hesse respectively and by regional savings bank organisations in each state. It may not be possible to reach agreement prior to the

summer political break in both states.

Both banks, which have been looking into the possibilities of a merger for some time, last month received a confidential report prepared by a leading firm of US management consultants. A summary has been sent to the bank's owners.

According to the study, the banks will only realise the full business and marketing advantages envisaged if a merger is rigorously implemented and strict lines of command are imposed. The suggestion that the banks might first pursue some more limited form of co-operation

is believed to have been rejected.

While the Hesse state government is keen on a link, which it believes will further consolidate Frankfurt's position as Germany's financial centre, there could be greater reservations on the North Rhine Westphalian side, where the authorities are believed to be interested in the effect of a merger on state finances.

Though consistently profitable, WestLB only resumed dividend payments to its shareholders in 1986 after a lengthy gap, during which earnings were ploughed back into bolstering debt provisions.

CRA and NB Hill in base metals merger plan

By Gordon Cramb

CRA, the Melbourne-based mining company which is 49 per cent owned by RTZ of the UK, is to combine its base metals operations with those of North Broken Hill Holdings, creating a company with sales of A\$1.5bn (\$1.25bn) which would be the world's biggest zinc producer.

The deal comes at a time of strongly rising metal prices, in which zinc has almost doubled since the start of the year.

It also signals a renewal of a strong trend towards transnational link-ups among producing companies in an effort to co-ordinate supply and keep down costs.

The initial spur for such associations was the oversupply and weak base metal values of earlier years, but CRA and North said yesterday that their link still held significant financial advantages.

The ventures leave separate the domestic marketing of zinc but will embrace production worldwide and international sales. This includes several facilities in Europe, such as the Avonmouth smelter in Bristol.

They are to spend A\$650m in the next five years to upgrade and modernise production. CRA added that growth in zinc consumption would by some estimates be no more than 1 per cent a year, while lead consumption might decline.

Of links elsewhere, the most significant is the complex grouping which includes Metallgesellschaft of West Germany, Asarco in the US, Cominco and Teck of Canada - and, in Australia, MIM Holdings. According to the London-based Metals & Minerals Research Services, these with other associated producers have a potential influence over a fifth of non-East bloc zinc output.

It sees the CRA/North merger as a countervailing force "of essential value in removing the temptation to abuse market power by any other international association."

CRA/North will together have complete control over Australia's 330,000 tonne annual capacity for primary refined zinc.

Lyonnaise expects 15% earnings rise

BY PAUL BETTS IN PARIS

LYONNAISE des Eaux, the French diversified water company which is hiding \$47m (\$33.6m) for Essex Water of the UK, expects net profits excluding minority interests to top FF600m (\$84.3m) this year, a gain of around 15 per cent.

Mr Jerome Monod, the chairman, also indicated yesterday that Lyonnaise des Eaux intended to grow vigorously by international expansion and diversification. He said that Lyonnaise had acquired stakes in UK water companies other than Essex. UK water interests, said Mr Monod, covered about 2m people in contrast to the 20m people served by group water operations in France and abroad.

Lyonnaise's expansionary strategy was reflected in its investment spending, which shot up to FF2.65bn last year from FF1.36bn. Financial investments in acquisitions rose even more sharply, accounting for FF1.5bn of last year's total investments compared with FF240m in 1986.

Apart from the drive into the UK water market ahead of the privatisation of UK water authorities, Lyonnaise has been actively developing its water activities in Spain and Portugal and has recently formed a joint venture with the Italian Fiat group to offer water distribution and treatment services to Italian local authorities. The company has also invested in building up its presence in the North American and Far East water treatment and distribution business.

Lyonnaise des Eaux has also pushed into the media business, acquiring 25 per cent of M6, France's sixth television channel, and buying 5 per cent of Havas, the media and advertising group.

Mr Monod said the group's cable television operations were expected to be in balance by 1991, four years after their start-up. These operations include the Paris cable network, which is expected to become Europe's biggest. The M6 channel, which lost FF371m last year, is expected to continue losing money until 1990. The network's losses are expected to total FF320m this year, FF350m next year and between FF100m to FF150m next year, Mr Monod said.

Mr Monod also disclosed that Lyonnaise did not plan to hold on indefinitely to its 1.65 per cent stake in Societe Generale de Belgique, which it acquired in support of the Suez group in its bid for the Belgian holding company.

He also explained that apart from backing Suez, which is the principal shareholder of Lyonnaise des Eaux with 19 per cent, his group had direct interests with subsidiaries of La Generale in cable and water distribution.

Lyonnaise des Eaux is also planning to expand in the leisure service business including in the development of golf courses in France. The group recently acquired a 2.1 per cent stake in Club Mediterranee for FF97m and plans to develop jointly with the Club Mediterranee group tourist facilities and services.

Spain sells Williams and Humbert to wine maker

BY OUR MADRID STAFF

WILLIAMS AND HUMBERT, the sherry concern that formerly belonged to the Rumasa conglomerate, is to be sold by the Spanish Government to a local wine producer. The move will bring to a close the complex privatisation process of the banking and business empire that was expropriated from Mr Jose Maria Ruiz-Mateos in 1983.

The buyer is Antonio Barbadillo, a profitable family-owned sherry company that has pioneered the production of light table wines in the Jerez area.

Barbadillo has paid Pta1.5m (\$12.9m) for the company and has accepted its liabilities, which are in excess of Pta3bn. The acquisition puts Barbadillo in the top league of sherry producers with combined stocks of 120,000 butts.

Barbadillo's immediate concern is to trim Williams and Humbert's 235 labour force in an effort to stem losses. Barbadillo, which has an equivalent production volume, has 96 employees.

Williams and Humbert, which was bought from family interests by Mr Ruiz-Mateos in 1971 and became the cornerstone of the sherry business on which he built up Rumasa, proved to be the most difficult sale of the privatisation programme due to a long-running legal battle in London over the ownership of the company's Dry Sack trademark.

BfG improves profits by 3%

BY OUR FRANKFURT STAFF

BANK für Gemeinwirtschaft, the large West German bank owned by the Aachener und Muenchener insurance group, improved partial operating profits by just over 3 per cent to DM136.4m (\$78m) last year.

The results, which come against a background of generally lower profits among German banks, have to be seen against BfG's depressed results in the past two years when earnings were badly dented by uncertainty about its future.

However, Mr Thomas Wegscheider, BfG's chief executive, said it was well on the way to recovery. He emphasised the benefits of its links with its new parent,

which would only be fully realised in 1988.

The positive trend seen in 1987 has accelerated this year, he said. Partial operating profits are 34 per cent above the average for five months of 1987, and "appreciably higher" than the corresponding period last year. Full operating profits, which include gains from own-account trading, are "also about 30 per cent up," and the bank is forecasting higher earnings for the year as a whole.

The bank's restructuring programme, leading to the closure of some branches and concentration on a smaller number of regional head offices, has helped to contain costs, which rose by only 2.3 per cent to DM922m last year.

Staff numbers have also been cut, with the workforce declining by 500 between the end of 1986 and mid-1988. Costs should actually fall this year, said Mr Wegscheider.

The bank is also starting to exploit its synergies with the Aachener und Muenchener. A new mortgage banking subsidiary, BfG Hypo, which combines banking and insurance expertise, is due to open shortly. Moreover, BfG Service, the newly-created insurance marketing subsidiary, is already active in 30 branches. The number should increase to 70 by the end of this year and about double that in 1989.

Of links elsewhere, the most significant is the complex grouping which includes Metallgesellschaft of West Germany, Asarco in the US, Cominco and Teck of Canada - and, in Australia, MIM Holdings. According to the London-based Metals & Minerals Research Services, these with other associated producers have a potential influence over a fifth of non-East bloc zinc output.

It sees the CRA/North merger as a countervailing force "of essential value in removing the temptation to abuse market power by any other international association."

CRA/North will together have complete control over Australia's 330,000 tonne annual capacity for primary refined zinc.

Referring to the Moulinex's delayed management buy-out plan, he said the company's future had been safeguarded.

Solvay in link with Carnaud

By Our Financial Staff

SOLVAY, the Belgian chemicals group, and Carnaud of France have agreed to co-operate in the French plastic packaging market. Carnaud is France's leading producer of metallic and plastic packaging.

Solvay said it aimed to become one of the leading food packaging firms in Europe.

The company added that Carnaud will take over the bottling activities of Solvay's Société Bourguignonne d'Applications Plastiques (BAP) unit.

Moulinex sees growth

BY OUR PARIS STAFF

MOULINEX, the French kitchen appliance group, expects profits to continue rising this year after a recovery to net profits of FF12m (\$2m) in 1987. The company lost FF238m in 1986.

Mr Roland Darneseu, the managing director, said sales should rise by at least 20 per cent this year to FF44m from FF34m last year. He said sales in the first five months of 1988 had grown by 35 per cent in France, by more than 50 per cent in West Germany, by 40 per cent in the UK and by about 75 per cent in Scandinavia.

The company is building a plant in Egypt and is planning investments in Turkey, the Soviet Union, China, India, Eastern Europe and South America. In North America, Moulinex is regrouping its assets and is planning to use its Mexican subsidiary to supply directly its North American operations.

Mr Darneseu also said the company intended to pursue acquisitions as well as relying on internal growth.

Referring to the Moulinex's delayed management buy-out plan, he said the company's future had been safeguarded.

NEW ISSUE

22nd June, 1988



ASAHI CHEMICAL INDUSTRY CO., LTD.

(Asahi Kasei Kogyo Kabushiki Kaisha)

U.S.\$300,000,000  
4 1/8 per cent. Bonds 1993  
with  
Warrants

to subscribe for shares of common stock of  
ASAHI CHEMICAL INDUSTRY CO., LTD.

Issue Price 100 per cent.

Nomura International Limited

Yamaichi International (Europe) Limited  
Sumitomo Finance International

Daiwa Europe Limited  
IBJ International Limited  
LTCB International Limited

Baring Brothers & Co., Limited

Bank of Tokyo Capital Markets Group  
Citicorp Investment Bank Limited  
County NatWest Limited  
Robert Fleming & Co. Limited  
Mitsubishi Finance International Limited  
New Japan Securities Europe Limited  
Sanwa International Limited  
Societe Generale  
Union Bank of Switzerland (Securities) Limited  
Westdeutsche Landesbank Girozentrale

DKB International Limited  
Morgan Stanley International

The Nikko Securities Co., (Europe) Ltd.  
Fuji International Finance Limited  
Kleinwort Benson Limited

Chase Investment Bank  
Commerzbank Aktiengesellschaft  
Credit Suisse First Boston Limited  
KOKUSAI Europe Limited  
J.P. Morgan Securities Asia Ltd.  
Nippon Kangyo Kakumaru (Europe) Limited  
Sanyo International Limited  
Sumitomo Trust International Limited  
Wako International (Europe) Limited

NEW ISSUE

22nd June, 1988



UNY CO., LTD.

U.S.\$150,000,000

4 1/8 per cent. Bonds due 1993  
with  
Warrants

to subscribe for shares of common stock of  
UNY CO., LTD.

Issue Price 100 per cent.

Nomura International Limited

Tokai International Limited

Banque Indosuez  
Baring Brothers & Co., Limited  
Credit Lyonnais

Dai-ichi Europe Limited  
Deutsche Bank Capital Markets Limited  
Fuji International Finance Limited  
LTCB International Limited  
Merrill Lynch International & Co.  
Morgan Grenfell & Co. Limited  
Norinchukin International Limited  
Sanwa International Limited  
SBCI Swiss Bank Corporation  
Societe Generale

The Nikko Securities Co., (Europe) Ltd.

Barclays de Zoete Wedd Limited  
BNP Capital Markets Limited  
Credit Suisse First Boston Limited

Daiwa Europe Limited  
Robert Fleming & Co. Limited  
KOKUSAI Europe Limited  
Maruman Securities (Europe) Limited  
Mitsubishi Finance International Limited  
Nippon Credit International Limited  
Salomon Brothers International Limited  
Sanyo International Limited  
Shearson Lehman Hutton International  
Yamaichi International (Europe) Limited

U.S. \$150,000,000

Banco do Brasil S.A.

Floating Rate Certificates  
of Deposit Due 1990

In accordance with the provisions of the Fiscal Agency Agreement between Banco do Brasil S.A. and First Interstate Capital Markets Limited, dated as of 23rd December, 1986 notice is hereby given that the Rate of Interest for the next six month Interest Period has been fixed at 8% p.a. and that the interest payable on relative Interest Payment Date, 23rd December, 1988 in respect of U.S. \$500,000 nominal amount of the Notes will be U.S. \$21,286.46.

Reference Agent  
**First Interstate Capital Markets Limited**  
23rd June 1988



U.S. \$250,000,000

Collateralized Floating Rate Notes  
due 1991

For the six month period 21st June, 1988 to 21st December, 1988 the Notes will carry an Interest Rate of 8 1/4% per annum with an interest amount of U.S. \$4,193.75 per U.S. \$100,000 Note and U.S. \$10,484.38 per U.S. \$250,000 Note payable on 21st December, 1988.

Bankers Trust Company, London Agent Bank

COMMERZBANK OVERSEAS FINANCE N.V.

Warrants to Subscribe

13% U.S.\$ 100,000,000 Notes due 1991

The warrants can be exercised until July 15, 1988. After that day they will become void.

Netherlands Antilles, June 1988  
Commerzbank Overseas Finance N.V.

Marine Midland Bank N.A.

U.S. \$125,000,000

Floating Rate Subordinated Capital Notes due 1996

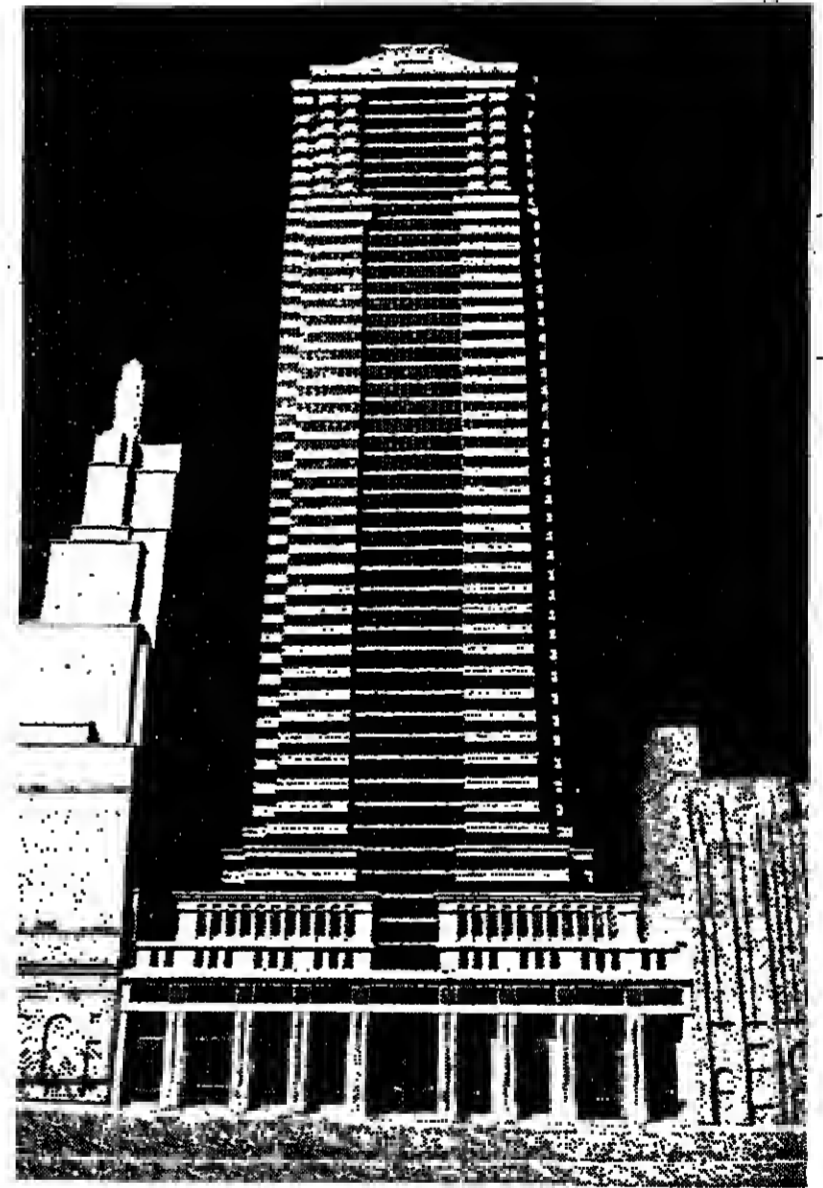
For the three months 21st June, 1988 to 21st September, 1988 the Notes will carry an interest rate of 7 1/4% per annum with a coupon amount of U.S. \$199.65 per U.S. \$10,000 Note and U.S. \$998.26 per U.S. \$50,000 Note. The relevant interest payment date will be 21st September, 1988.

Listed on the London Stock Exchange  
Bankers Trust Company, London Agent Bank

# “The techniques change. The principles don’t.”

Combining capital strength with financing, advisory, trading, and investment skills throughout the world, J.P. Morgan continues to innovate to serve our clients better. Yet the principles that guide us in today’s integrated, technology-driven financial markets haven’t changed in 125 years.

In everything we do the client’s interests come first, a way of doing business that produces impartial, objective advice on any matter, however confidential. Many years ago J.P. Morgan himself said it best: “The client’s belief in the integrity of our advice is our best possession.”



Change linked to continuity: J.P. Morgan's new headquarters rise on Wall Street two blocks from where the firm has had its principal offices for more than a century.

## JPMorgan



UK COMPANY NEWS

CURRENCY FLUCTUATIONS LIMIT PROFITS, BUT OUTLOOK REMAINS 'BULLISH'

C&W increases only 5% to £356m

BY HUGO DIXON

Cable & Wireless, the international telecommunications group, yesterday reported a 5 per cent increase in pre-tax profits to £356m for the year to end-March.

Profits had failed to grow more strongly, C&W said, because currency fluctuations had reduced the sterling value of overseas earnings. However, Sir Eric Sharp, chairman, said he was "very bullish" for the future.

C&W's turnover grew 2 per cent to £982m. Profits after tax grew more strongly £283m (£267m), largely the result of a reduced tax charge from the group's Hong Kong operations.

Mercury Communications, the group's UK subsidiary, crossed

the break-even point at the end of the financial year, making a half-year loss of only £1m. Mr Gordon Owen, Mercury's managing director, said he saw "no reason why we should ever return to non-profitability".

Mr Owen said he expected Mercury's turnover, which was only £50m during the year, to grow by a multiple of 11 by 1992. Mercury should then be supplying about a third of group profits.

About 55 per cent of Mercury's customers are based in the City of London and only 15 per cent are outside the south-east. While 99 per cent of its customers are businesses, only 45 per cent have more than 20 lines.

The company's first batch of 27 call boxes, accepting only credit cards, will be installed at a major London railway station late next month.

On the international front, Mr Owen said he expected the Office of Telecommunications, the industry's regulatory body, to agree that British Telecom should cut its inter-connection charges to Mercury for international calls. Mercury was also likely to participate in a fibre-optic cable being planned between the UK and Germany.

Investment in Mercury was £200m last year and is expected to be the same this year. Investment in the whole C&W group is

expected to grow to £560m this year from £423m.

C&W's pre-tax profits from the Asia/Pacific region, mainly Hong Kong Telecommunications, were £246m (£235m). Profits from the Middle East region fell to £16m (£27m) reflecting the fact that C&W no longer operates in Qatar. Profits in the "western hemisphere", mainly the Caribbean, grew to £48m (£31m) as profits from C&W's operations in Barbados started to come in. The UK made a profit of £1m, compared with a loss of £4m.

The directors are recommending a final dividend of 4.25p, making a total for the year of 6.55p (5.55p).

See Lex

H&C buys Magnet timber side for £83m

By David Walker

Magnet, Yorkshire-based kitchen and bedroom furniture group, is to sell its Southern-Evans timber business to H&C's Risons & Crossfield, chemicals to plantations conglomerate. The disposal will raise a net £83.3m, significantly more than stockbrokers thought the business would fetch when Magnet put it up for sale two months ago.

For Magnet, the move forms part of a strategy of turning itself into a retailer rather than a supplier to the building trade. The disposal unlinks the merger of Magnet Joinery and Southern-Evans which took place in 1975, after which the company was known as Magnet & Southern.

For H&C, the acquisition almost doubles its existing business in timber and building supplies, taking it to third place in the UK market for such products after Hilldown Holdings and Meyer International, with a nationwide chain of 137 depots.

Southern-Evans has 39 outlets, mainly situated in the south of England. After a slowdown between 1984 and 1986, profits before central expenses and tax have grown from £7.1m in 1986 to £11.58m last year (including the contribution from six outlets to be retained by Magnet) on the back of buoyant conditions in the UK housebuilding market. Turnover was approximately £106m last year.

Mr George Paul, H&C chief executive, suggested that central overheads - which amounted to £2.4m last year - could be halved under H&C's management. Nevertheless, the exit-multiple of between 13 and 14 times last year's earnings was considered pricey by many analysts. Net assets of the company were £49m at the end of March.

The acquisition is in line with H&C's plans to distance itself from its roots as an overseas trader by making acquisitions in the three core areas of chemicals, mail and building materials. It will be financed by an issue in the Eurosterling market of subordinated convertible bonds.

Magnet's shares added 3p to close at 240p, while shares in H&C rose 9p to 651p.

Charter up to £55.4m on back of raised JM stake

BY CLARE PEARSON

A STAKE in Johnson Matthey increased over the year to 38 per cent and interest received from a £190m cash pile lifted pre-tax profits of Charter Consolidated by 31 per cent to £55.4m for the year to end-March.

The results of the mining, manufacturing and investment group's operating divisions, many of which are being extensively restructured, presented a patchy picture.

Mr Neil Clarke, chief executive, emphasised that a strong financial position made Charter well placed for future development. But he declined to be drawn on when a sizeable acquisition might be made, saying the money would be used "wisely rather than quickly".

The increase in net interest income to £8.7m (£1.02m) largely arose from the sale last summer of Charter's stake in Malaysia Mining Corporation. This gave rise to a net extraordinary profit of £12.6m.

Earnings per share rose to 26.5p (23.6p). The final dividend is increased to 10.25p, giving 14.5p (13p) for the year.

The overall operating profit was £49.55m (£45.53m). To this, engineering interests contributed £12.42m (£16.58m). Mr Clarke said



ter increased its stake from 26 per cent in April 1987.

The impact of the stock market crash on Charter's securities trading was limited by steps taken earlier to reduce exposure to world equities. Profits were down to £3.16m (£3.88m).

comment

After the crash, Charter's shares suddenly looked nice and safe from the point of view that it had lots of cash and low debt - as such they staged a recovery and then remained lodged at a comfortable discount to the market. Yesterday's results provided no reason to suppose they would tread another path. The operating areas, which look distinctly curate's egg-ish at the moment, will be in the throes of restructuring for years yet; and there is no clue about whether Charter will use its substantial liquid resources to escape from the mature markets in which it is currently grounded. Mr Clarke's comments on that subject were cryptic to say the least. The only other point of interest is that Charter might benefit from any re-rating of Johnson Matthey. Analysts expect £68m pre-tax this year, making the prospective p/e about 8.

that the division suffered the lowest overseas demand for mining equipment since the 1970s and this caused the Anderson Strathclyde subsidiary to fall to £6.9m (£9.85m).

Mining's contribution rose to £1.5m, from £27,000.

Precious metals produced sharply higher operating profits of £22.72m (£16.07m). A strong performance from the materials technology division, and a sharply lower interest charge, lifted pre-tax profits of Johnson Matthey to £50.5m (£50.5m). Charter

G Davis sells park homes side

By Philip Coggan

Godfrey Davis Holdings, the motor dealer and laundry operator, has sold its residential parks business to the Berkeley Leisure Group, a private company, based near Yeovil.

The park homes business owns and manages 25 sites in southern England on which about 3,500 homes are sited. Godfrey Davis, which merged with Sunlight Services last year, said it was now concentrating on providing services to the industrial and commercial sectors.

The total consideration for the business is £27.8m, consisting of £15.9m for the equity, £11.4m of loan repayments and a dividend of £0.5m. In the nine months to December 31 1987, the park homes business made pre-tax profits of £1.37m on turnover of £8.62m.

The Berkeley Group, which has no connection with the quoted residential housebuilding company of the same name, will become the UK's largest residential park operator as a result of this deal.

Fisons

Fisons has purchased Union Scientific, Hong Kong-based scientific instrument distributor, for \$0.4m.

Investa option on Marler stake

BY NIKKI TAIT IN LONDON AND KAREN FOSSLI IN OSLO

THE TANGLED situation at Marler Estates, the property group which owns Queen's Park Rangers football club and the Fulham and Chelsea football group, took a new twist yesterday as a Norwegian investment company, A S Investa, acquired an option over a near-28 per cent stake held by Mr David Thompson.

Mr Thompson is best known as the co-founder of Hilldown Holdings, the food to furniture group. He acquired his interest in Marler just under one year ago, buying the stake formerly held by Mr Terry Ramsden's Glen International.

An announcement yesterday said that Investa had acquired rights over 20.72m shares or 27.33 per cent. The rights incorporate an option until 28 days from the acquisition date or, if later, two

business days after Bank of Norway consent but not later than eight weeks from the acquisition date.

Yesterday, Marler was unable to elaborate on the statement, beyond confirming that the shares involved belonged to Mr Thompson. It said it only learnt about the transaction in the course of the afternoon, and had not been in contact with Investa.

Investa itself declined to comment last night. The group is based in Bergen and is one of Norway's biggest investment companies. Much of its business is concentrated in Scandinavia, with significant interests in property and shipping. The company made pre-tax profits of Nkr 690m last year.

Earlier in the day, British property company Priest Marjans also revealed that it had acquired a further 1.65m shares in Marler, taking its total stake to 6.22m (about 8.3 per cent). Priest Marjans has held a stake for about a year but has been buying more shares recently.

A third significant holding belongs to Mr David McErlain, chairman of Anglo United, the fuel distribution group, with 14.5 per cent.

Shares in Marler gained 1p to 50p yesterday.

● Priest Marjans chairman and chief executive, Mr Simon Fussell yesterday announced he had acquired a further 200,000 shares in the company at prices between 380p and 410p. This takes his total stake, plus that of parties deemed to be in concert, to 4.5m shares or 29.67 per cent.

Dares Estates £7m acquisition

BY RAY BASHFORD

Dares Estates, the commercial and residential property development group, is purchasing Hughes Group, the South Wales property and investment company for £7m in unsecured loan stock.

Dares directors said the acquisition is part of a general expansion plan with the potential to make a "significant contribution" to group development.

Since its formation in 1976,

Hughes has specialised in the design and construction of retail warehouses and distribution centres and lists Marks and Spencer, Booker McConnell and Cadbury Schweppes among its clients.

Hughes has net assets in excess of £3m and in the year to September 31 1987 returned a pre-tax profit of £1.25m before adjustment for a non-recurring loss.

Terms of the purchase are the

issue to Hughes of £5.25m in unsecured loan stock and £1.75m in convertible unsecured loan stock.

Each has an interest rate of 1.5 per cent below 60 days base rate with a minimum of 6.5 per cent.

Dares has also reorganised its investment portfolio.

This has resulted in sales which have realised £18.5m and a surplus of £2.4m over cost.

Strength for further growth

Results for the year ended 31 March 1988

Profit before tax	£55.4 million	Up 31%
Profit attributable	£37.7 million	Up 21%
Earnings per share	35.8p	Up 21%
Dividend	14.5p	Up 11.5%



Charter has achieved consistent growth and met its key financial targets of an increasing return on capital and earnings per share.

Pre-tax profit has increased and cash resources continued to grow to £188.0 million, helped by strong cash flow from operating businesses. The sale of Charter's holding in Malaysia Mining Corporation largely completes one aspect of restructuring the Charter group.

Johnson Matthey's contribution to Charter's pre-tax profits rose to £22.7 million, reflecting Charter's increased shareholding and improved performance.

Existing businesses can earn more and the strategy is to grow them through further development and acquisition to enlarge their

product and geographic range. With established reputations for product excellence and technical achievement they have strong positions in their markets and the capability to compete worldwide.

Building products and materials, precious metals and coal mining performed well although profits from the mining equipment and rail track equipment businesses were reduced.

The Charter group is tightly-managed with a strong balance sheet, substantial liquid resources and unused borrowing capacity.

In the current year the operating companies will focus on development programmes, while Charter pursues its strategy of broadening the base of the Group's business.

CHARTER

ENGINEERING · BUILDING PRODUCTS · MINING · CONTRACTING · PRECIOUS METALS

Copies of the Annual Report are available from the Company Secretary, Charter Consolidated PLC, 40 Holborn Viaduct, London EC1P 1AJ. Financial Services Act 1986. This statement has been approved on behalf of the Company as issued by a member of DMO, since the Company itself does not conduct investment business and accordingly is not subject to regulation under the Act. Information herein on the past is not necessarily a guide to the future.

**The Royal Bank of Scotland plc**

**Base Rate**

The Royal Bank of Scotland announces that with effect from close of business on 22 June 1988 its Base Rate for advances will be increased from 8½% to 9% per annum.

The Royal Bank of Scotland plc, Registered Office: 22, Abchurch Lane, Edinburgh EC2 2TA. Registered in Scotland No. 20221.

**Hill Samuel Base Rate**

Hill Samuel & Co. Limited announce that with effect from close of business on 23rd June 1988, their Base Rate for lending will be increased from 8.5 per cent to 9 per cent. per annum.

**Hill Samuel & Co. Limited**  
100 Wood Street, London EC2P 2AJ  
Telephone: 01-628 8011.

**Lloyds Bank Base Rate.**

Lloyds Bank Plc has increased its Base Rate from 8.5 per cent to 9 per cent p.a. with effect from Wednesday 22 June 1988.

All facilities (including regulated consumer credit agreements) with a rate of interest linked to Lloyds Bank Base Rate will be varied accordingly.

The change in Base Rate will also be applied from the same date by the United Kingdom branch of The National Bank of New Zealand Limited.

**Lloyds Bank**

THE THOROUGHbred BANK.

Lloyds Bank Plc, 71 Lombard Street, London EC3P 3BS.

**Standard Chartered Base Rate**

On and after 23rd June, 1988 Standard Chartered Bank's Base Rate for lending is being increased from 8.5% to 9.0%

**Standard Chartered Bank**  
Head Office 38 Bishopsgate, London EC2N 4DE  
Tel. 01-280 7500 Telex 885851



UK COMPANY NEWS

# Harris Queensway sets deadline on takeover talks

**BY MAGGIE URRY**  
A TWO-WEEK deadline has been set on the bid approach to Harris Queensway, troubled furniture and carpets retailer.

Harris Queensway said yesterday that it would terminate discussions on a leveraged bid with a consortium headed by Mr James Gulliver, who is soon to retire as chairman of Argyl, the supermarket group, unless a satisfactory conclusion is reached by the deadline.

Mr Nick Christodoulou, of James Gulliver Associates, Mr Gulliver's company, said he believed the two week deadline was reasonable although the discussions had "some way to go on several fronts."

It is thought that the structure of any deal would have to be complex and take account of the 24.4 per cent of the Harris Queensway shares held by Great Uni-

versal Stores. Also the consortium was believed to be taking a particularly close look at Harris Queensway's business because of its problems.

Yesterday's announcement was seen in the stock market as a tactic to prevent questions about the bid from shareholders and others at Harris Queensway's annual meeting today.

The company's statement said no further comments would be made at the meeting and neither the company nor its advisers at County Bank would comment yesterday.

Meanwhile, Mr Gulliver appears to have recruited Mr Eddie Dayan from Dixons, although Mr Christodoulou would not confirm the appointment. Dixons said yesterday that Mr Dayan, a joint deputy manag-

ing director of the electrical retailing group, was being released immediately to join Mr Gulliver's consortium and that his position would not be filled again.

First news of the bid approach came on May 5 when Harris Queensway also announced a plunge in pre-tax profits for the year ended January from £4.4m to £16.8m excluding property profits.

On May 23, Harris Queensway disclosed that a consortium was considering a leveraged bid and discussions were expected to take about four weeks.

Harris Queensway shares fell 6p to 156p yesterday as analysts speculated that the bid talks had stalled over the price or even that they were breaking down altogether.

# Telfos aims to rectify Runciman stake error

**By Fiona Thompson**  
Telfos Holdings, the diversified engineering company which has launched a £28.5m hostile bid for Walter Runciman, yesterday admitted that it had overlooked a Stock Exchange requirement in building up its stake in the shipping, insurance and security products group.

Telfos said that during May it had acquired 2.16m shares in Runciman for £8.32m, giving it a 24.58 per cent stake. As this shareholding cost more than 25 per cent of the book value of Telfos's net assets, under Stock Exchange rules Telfos should have obtained the approval of its shareholders for the acquisition.

Telfos yesterday wrote to its shareholders notifying them of an extraordinary general meeting called for July 12 to retrospectively ratify the purchase. It also noted its offer document to Runciman shareholders.

Telfos argues that Runciman shareholders are getting a poor return on the substantial assets of the group. Net assets per share, it says, stood at the same level in December 1987 as five years previously.

# Accounting change helps Salvesen advance

**BY RAY BASHFORD**

A \$4.3m decline in depreciation helped offset the effects of the worst UK vegetable season on record and allowed Christian Salvesen, Edinburgh-based frozen food distributor, to return pre-tax profits growth of 11 per cent from £42m to £46.8m in the year to March 31.

The directors said the decline in the depreciation allowance was due to a modification of the company's accounting procedure to reflect more accurately the commercial life of cold storage assets.

Turnover increased 46 per cent from £204.8m to £298.2m while earnings per share rose 11 per cent from 9.7p to 10.7p. A recommended final dividend of 2.6p makes 4.1p (3.25p) for the year

— a rise of 13 per cent.

The pre-tax result was broadly in line with forecasts by City analysts who had been expecting the sharp fall in the UK pea harvest to clip £4m off profits.

They had also discounted the impact of difficulties in the Californian operations which Mr Barry Sealey, group managing director, said had incurred a £1m loss during the year under review because of a poor harvest and management problems.

Salvesen's pre-tax profits also suffered from a £700,000 loss on foreign exchange fluctuations.

Reflecting the poor UK harvest, trading profit from Continental Europe world show an advance during the current year

£152.8m, while North American activities returned a trading profit of £5.9m against £6.3m in the previous year.

Earnings outside the UK represented about one-third of total profits which, according to the directors, was in line with the development plan that began to take shape when the group disposed of its house building operations in 1986.

Continental European operations have been expanded considerably during the year, particularly in West Germany and Belgium where three refrigeration transport businesses were acquired. Directors were confident that returns from Continental Europe would show an advance during the current year

on trading profits of £8.6m (£4.3m) for the year to March.

These European acquisitions formed part of the company's record £85m investment programme which also included new brick works at Walsall and a new distribution for Marks and Spencer.

In spite of this expansion in investment, the company's gearing is only 6 per cent.

The directors said that recent expansions in Continental Europe and capital investments in the UK would boost earnings during the current year and they predicted that the rate of growth would be faster than in the two previous years.

See Lex

# Pittard Garner shares lose 27p

**BY NIKKI TAIT**

SHARES in Pittard Garner, the leather group which evolved from the Pittard and Garner Booth companies following a three-way bid battle last year, fell 27p to 150p yesterday as the company revealed that it faced serious stock losses and trading difficulties. It expects to make a loss in the first half-year, which ends on June 30.

Pittard said that part of the problem stemmed from a sharp slump in sheepskin prices over the past couple of weeks, following a seasonal peak in the company's buying programme. As a result, Pittard expects to write-down stocks within the clothing, leather and chamois division at the halfway stage.

On the basis of current prices, Pittard expected the provision to amount to some £2m, but stressed that the amount of the write-down could not be assessed until sheepskin prices over the

next few months were known. Yesterday, the company said that end-June prices were about 25 per cent lower than those seen in February.

Aside from stock write-downs, Pittard experienced difficulties in the trading division, where it has found customers — particularly in Italy — unwilling to honour sheepskin contracts because of falling prices. "Vigorous action is being taken against the defaulting customers," added Pittard.

Pittard also reported that currency difficulties, coupled with some post-crash destocking by US customers, had hit first half results from the glowing leather operation, although it added that the division now had a healthy order book. Pittard continued to suffer on the shoe leather side due to the downturn in the UK shoe market itself.

However, the company said it was confident about the

long-term future and, in the absence of any further significant downturn in market conditions, expected to maintain the dividend for 1988.

Pittard shares more than doubled over 400p at one stage last year, but then fell steadily after October and the disclosure of disappointing figures for 1987.

Last night, Hilldown Holdings, which made a rival offer for Garner Booth and ended up with a 15.9 per cent stake in the merged group, said only that it had noted the situation with some interest.

# Work in south helps to nearly double Booth

Booth Industries, Lancashire-based structural steel fabricator, almost doubled pre-tax profits to £236,148 in the year to end-March 1988, on turnover up 41 per cent to £18.02m.

The directors said the group had benefited from an "improved trading environment" with business emanating from retail and commercial developments, particularly in the south-east and the City of London.

A proposed final dividend of 1p makes 1.375p (0.75p) for the year, after adjustment for last December's 30p net scrip issue.

# Battle for Bell leaves Dewey Warren inactive

**BY NICK BUNKER**  
SHAREHOLDERS learned yesterday that Dewey Warren Holdings, the insurance broker, has in effect put itself on hold pending the outcome of the battle under way in Australia for control of Bell Group, which owns 31 per cent of the company.

Mr Alan Newman, Dewey Warren's chairman, told about 50 people who gathered at its annual meeting in London that he expected "a state of relative inactivity" until the fate of Western Australia-based Bell Group was decided.

"I would imagine that if the control of Bell is to change then there would be a lot of questions asked about the future direction of Dewey Warren," he added.

Mr Newman said Dewey Warren had rejected suggestions by some shareholders during the year that the company should be liquidated.

Wilding Office Equipment pre-tax profits in the six months to end March rose from £1.02m to £1.42m on turnover ahead 30 per cent from £15.82m to £20.57m. The interim dividend is increased to 1.6p (1.3p).

# Fuller, Smith & Turner lifted to £6.74m

**BY LISA WOOD**  
Fuller, Smith & Turner, the USM-owned London brewer, lifted pre-tax profits to £6.74m in the year to April 1 from £5.81m from that previously.

After tax of £2.41m (£2m) earnings per £1 share worked through at 29.27p against 25.04p. The final dividend was 3.3p per "A" share (3.3p) making a total dividend of 6p (5.1p). The directors are proposing a two-for-three scrip issue.

Turnover at £49m was significantly up on the previous year's £44.5m with an operating profit of £6.5m compared with £5.6m.

Beer volumes — unlike those of many small brewers — were up. K2, the brewer's own lager performed satisfactorily, as did its 50 or so off-beers.

The brewer owns three hotels which contributed to this year's results. The Master SpearPoint at Ashford was acquired last year and the Master Brewer at Hillingdon, this year added 40 new beds.

# Hi-Tec high demand

The offer-for-sale of shares in Hi-Tec, sports shoe supplier, was 2.4 times subscribed.

Cidcor Scrimgeour Vickers was offering 8.7m shares, 25 per cent of the equity, at 160p each.

The basis of allocations is as follows: applications for 200 shares will be allotted in full; 400-1,000 shares — 50 per cent; 1,500 shares or more — 40 per cent, to a maximum of 390,000.

# BMP purchase

Boase Massimi Pollitt, the UK advertising agency, which recently acquired the Davidson Pearce agency, yesterday announced the acquisition of a US sales promotion group Sims Freeman O'Brien for an initial consideration of \$6.0m (£3.8m) in cash and shares.

# Wilding Office

Wilding Office Equipment pre-tax profits in the six months to end March rose from £1.02m to £1.42m on turnover ahead 30 per cent from £15.82m to £20.57m. The interim dividend is increased to 1.6p (1.3p).

# Mountview up 46%

Mountview Estates, property dealing group, lifted taxable profits by 46 per cent from £7.16m to £10.45m in the year to March 31. Turnover was 31 per cent higher at £14.07m.

Interest charges were reduced to £28,732 (£52,312). After tax of £3.67m, up from £2.51m last time, earnings per 5p share advanced to 138.8p (93.8p).

The proposed final dividend is lifted to 7.5p, making a total of 8.5p (6p) for the year.

# Pathfinders Group

Pathfinders Group, the employment agency for media-related industries which was formed when the quoted Setaley acquired Pathfinders Personnel Services, has exceeded by £6,000 the pre-tax profits forecast of £430,000 made when it joined the USM last November. The figure of £426,000 includes the results of Setaley for the 15 months to end-March and those of PPS for the 12 months to the same date. It was achieved on turnover of £1.73m.

After tax of £153,000, earnings per 5p share came out at 1.14p, compared with the forecast of 1.1437p. The directors have proposed a final dividend of 0.232p.

# P E Kemp falls

P E Kemp Holdings, the shares of which are traded on the Third Market, saw pre-tax profits fall from £12,000 to £106,000 for the six months to end-April. Turnover was £1.84m (£1.19m).

Earnings per 5p share came out at 1.47p (2.06p) and the interim dividend is 0.5p. The directors anticipated a final of not less than 1.5p.

# DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Anglia TV	2.35	-	1.8*	-	5.8*
Booth Industries	1	-	1.38*	1.38*	0.75*
Brookmount S	3.5	-	2.7	6.2	4
Cable & Wireless	4.35	-	3.5	6.85	5.55
Caledonia Inv	4.5	Aug 12	3.3	7	5.5
Charter Consolid	10.25	Aug 4	9	14.5	13
Fuller	3.3	-	3.3	6	5.1
Health Care S	0.7	August	0.9	1	0.9
Hunting Group	4	-	4	6	6
Kemp (PE)	0.5	-	1.5	2.2	1.5
Kewill Systems S	2.2	-	5.28*	5.5	3.28*
Latham (James)	6	-	5	11	8
Lee (Arthur)	1.25†	Aug 5	1	2.25	3.2
Mountview Ests	7.5	Aug 22	1	8.5	6
Pathfinders S	0.29	Aug 5	0.29	-	-
Spice S	1.2	-	1.2	3.6	3.6
Salvesen (C)	2.5	Aug 10	2.25	4.1	3.63
Staveley Ind	4	Aug 9	3.5	5.7	5
Wilding Office	1.6	Aug 8	1.3	3.25	3.25

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡USM stock. §Unquoted stock. ¶Third market.

# BOARD MEETINGS

Company	Date
Anglia TV	June 27
Booth Industries	July 6
Brookmount S	July 4
Cable & Wireless	July 4
Caledonia Inv	June 29
Charter Consolid	June 29
Fuller	June 29
Health Care S	June 29
Hunting Group	June 29
Kemp (PE)	June 29
Kewill Systems S	June 29
Latham (James)	June 29
Lee (Arthur)	June 29
Mountview Ests	June 29
Pathfinders S	June 29
Spice S	June 29
Salvesen (C)	June 29
Staveley Ind	June 29
Wilding Office	June 29

# L'ORÉAL

The Annual Shareholders' Meeting was held on June 17, 1988 and chaired by Charles ZVIK, Chairman and Chief Executive Officer.

The Meeting approved the 1987 accounts with:

- Consolidated sales totalling FF 20,095 million;
- Consolidated net income of FF 1,088 million.

Income was calculated in accordance with the law dated January 3, 1985 in line with European directives concerning consolidated accounts. Corresponding 1986 net income would have totalled FF 900 million if restated on the same principles.

Fully diluted earnings per share and Certificat d'Investissement amounted to FF 183, up 27% on a comparable basis, i.e. taking into account the payment in 1987 of one banus share or Certificat d'Investissement for every five-shares or Certificats d'Investissement Held.

The Meeting also voted the payment of a net dividend per share or C.I. of FF 37 payable as of June 30, 1988 by all accredited French financial establishments.

It also approved the appointment to the Board of Directors of Jean-Pierre MEYERS and the reappointments of José DANIEL, André FILOU and Helmut MAUCHER.

Lastly, the Shareholders' Meeting approved various statutory amendments, in particular measures to identify shareholders and disclosure regulations concerning the acquisition of more than a certain percentage of the company's capital.

L'ORÉAL's 1987 annual report is available in banks and brokerages and can also be obtained by writing to:

L'ORÉAL, Information Economique et Financière  
41, rue Martre - 92117 Clichy, France.

# SOLID ACHIEVEMENTS FROM GLOBAL STRATEGY.

CABLE AND WIRELESS ANNUAL RESULTS	1988	1987
Turnover	932.4	912.9
Profit before taxation	356.1	340.5
Profit attributable to shareholders after extraordinary items	260.5	215.4
Dividends	67.9	56.5
Earnings per share	24.0p	22.0p
Dividend per share	6.65p	5.55p
After tax return on average net assets	23.8%	23.4%

corporate objective of establishing a global digital telecommunications network connecting the world's primary economic and financial centres.


We aim to be flexible and responsive to our customers' needs and to provide them with a high quality service, while generating profits sufficient to finance the expansion of our business and provide shareholders with a return that will sustain their confidence in our progress.

### PERFORMANCE SINCE PRIVATISATION (1981/82)

- Pre-tax profit increased by 299%.
- Net assets increased by 217%.
- Dividend per share increased by 202%.
- Earnings per share increased by 321%.
- Capital expenditure increased by £1,400m.
- Profit before extraordinary items increased by 444%.

The Cable and Wireless Group, one of the world's leading telecommunications operators, has 120 years' experience of providing telecommunications services, networks and equipment to business and residential customers around the world.

We are committed to the cost-effective use of state of the art technology in providing services to meet the continually growing and changing demands of our customers in over 40 countries. This commitment is reflected in our major



CABLE AND WIRELESS PLC, MERCURY HOUSE, THEOBALDS ROAD, LONDON WC1X 8RX.

The contents of this statement, for which the directors of Cable and Wireless plc are solely responsible, have been approved for the purposes of Section 57 of the Financial Services Act 1986 by Deloitte Haskins & Sells as authorised persons.

UK COMPANY NEWS

IMI to pay \$33m for Conax Buffalo

By Richard Tomkins, Midlands Correspondent

IMI, the Birmingham-based diversified industrial group, yesterday marked another stage in its international expansion with the announcement that it was making a significant US acquisition for \$33m (£18.6m) in cash.

Subject to formal contract, it is to buy Conax Buffalo Corporation of Buffalo, New York. The company is a leading manufacturer of specialised temperature sensors and sealing devices.

IMI has been transforming itself over the past 10 years from a UK-orientated metal basher into an international manufacturing group specialising in fluid control equipment, building products, drinks dispensing equipment and special engineering products.

Earlier acquisitions that have underlined this strategy have included Cornelius, the US drinks dispensing equipment maker, and Martonair, manufacturer of pneumatic systems and components.

Conax makes components for extreme working environments such as those found in the aerospace and nuclear industries. In 1987 it generated pre-tax profits of \$4.4m from sales of \$17.6m, its net assets were \$4.2m.

The company will become part of the control and instrumentation operations of IMI's fluid control division, where the parent company said it would find synergy with its Control Components subsidiary in the US and with Watson Smith and Webber Electro Components in the UK.

IMI whittled its debt/equity ratio down from 19 per cent to 8 per cent last year and an acquisition of this size had been long expected. The company is understood to have suffered more than one setback in its search for appropriate US acquisitions, but said yesterday that other purchases in Europe and the US could be expected.

Measurement side growth helps Staveley reach £18m

BY CLARE PEARSON

Staveley Industries increased pre-tax profits by 27 per cent to £18.1m in the 53 weeks to April 2, helped by a larger contribution from its measurement division.

However, the encouraging contribution from Weigh-Tronix, the 53 per cent-owned US subsidiary which makes measuring equipment, also produced a higher than expected minority interest of £1.9m (£0.4m). Earnings per share were almost static at 16.10p (15.97p).

Towards the year-end, Staveley, which has been reducing its dependence on salt sales, added to its measurement division with the £12m acquisition of four divisions of Qualcorp, a US company which runs testing laboratories.

Mr Brian Kent, chairman, said: "All being well, measurement should equal or beat the profits contribution of salt for the first time this year."

Turnover rose to £205.5m (£199.3m) during the year. The dollar's fall was mitigated by various financial measures to produce a neutral currency effect.

Despite the mild weather, minerals contributed £5.2m (£7.9m) to

trading profits, reflecting a good export performance. A plant for manufacturing salt pellets for water softening came on stream this March.

The rationalisation benefits of the Weigh-Tronix merger with Staveley's existing measurement activities helped push to a division ahead to \$7m (£3.5m).

Mechanical and electrical services produced pre-tax profits of £3.4m (£2.7m). Some UK operations benefited from buoyant construction activity in the south. But over the country generally, the tight conditions being imposed by main contractors on subcontractors such as Staveley have become a matter of concern, Mr Kent said. He intends to use the annual report as a forum to complain about it.

The manufacturing group's contribution fell to £1.9m, but the previous year's £2.2m included a contribution from Lapointe Broach, a machine tool business since sold.

The increased final dividend of 4p (3.5p) makes 57p (5p) for the year.

comment

Qualcorp, the new US acquisition, will now take centre stage in the ongoing saga of Staveley's diversification policy, which essentially involves using its stable position in the US salt market to provide the cash for a growing interest in electronics-based measurement equipment. With Qualcorp, Staveley becomes involved in providing a service in materials testing as well as producing the instruments required for it. The plan is to fill in the gaps in the US coverage of Qualcorp's twelve testing laboratories - a lab in Phoenix has already been added in the last month or so. Meanwhile, salt activities underpin this expansion, and the outlook for them is cheerful at the moment. ICI and Staveley (which share the market between them) have just been allowed to make the first price rise for some years, while Staveley is hoping to steal a march on its competitor with more efficiently produced water softeners. It should all add up to pre-tax profits of £21.5m, a rise in US tax payments should make the minority effect about the same, giving a very reasonable prospective p/e of about 9.

Another record from Staveley

- Pre-tax profits are up 27% to £18.1 million
- Return on capital employed up from 23% to 27%
- Earnings per share increase to 16.10p
- Compound profits growth over 5 years of more than 30% pa
- 125th year as a public company

Staveley Industries plc

MEASUREMENT · MECHANICAL & ELECTRICAL · MANUFACTURING · MINERALS

For further information, send for a copy of the Staveley Industries 1987-1988 Annual Report. Staveley Industries plc, Staveley House, 11 Dingwall Road, Croydon CR9 3DB. Tel: 01-688 4404

This advertisement has been approved for the purposes of Section 27 of the Financial Services Act 1986 by a firm authorised under that Act by the Institute of Chartered Accountants in England and Wales.

Advertising upturn boosts Anglia 44% to £7.67m

BY FIONA THOMPSON

EXCEPTIONALLY STRONG advertising sales enabled Anglia Television, the IBA contractor for the east of England, to report profits 44 per cent ahead for the half year to end-April.

The pre-tax figure advanced from £5.31m to £7.67m and earnings per share rose to 11.42p (8.51p), adjusted to take account of the April three-for-two scrip issue.

Turnover, the bulk of which came from advertising revenue, increased from £39.76m to £47.31m. Anglia's net advertising revenue rose by 20 per cent compared with a revenue increase for the network as a whole of 12.2 per cent.

Mr Peter Gibbins, chairman, said that the growth in advertising sales underlined the excellent economic growth being experienced in the south-east, but warned that "the same rapid growth in revenue is unlikely to continue in the second half of the year".

The Channel Four subscription took £6.39m (£5.59m), and the Exchange levy increased from £2.57m to £3.55m. Tax took £2.79m (£1.92m). An interim dividend of 2.35p was declared.

Overseas programme sales increased marginally, said Mr David McCall, chief executive, but they were traditionally weighted to the second half. The big overseas successes included Survival, sold in 107 countries, and tales of the Unex-

pected, sold in 90. Anglia increased programme costs by 25 per cent, said Mr McCall.

comment

The City was expecting Anglia to do well, but not quite as well as this, and the shares closed 10p up at 185p. Anglia is the fastest growing TV region in Britain, more people are going to live there, house prices are shooting up, and the advertisers are flocking in their wake. Also, yesterday's figures were given a boost by interest receivable of about £900,000, a 30 per cent increase on last year, due to a cash pile from last year's rights issue. That said, none of the other TV companies reporting recently have shown 20 per cent advertising revenue growth. Although the company was keen to play down the possibility of a repeat performance in the second half, analysts have upgraded their forecasts for the full year to about £15m, putting the shares on a prospective p/e of just over 8, reasonable.

Property Trust

Shares in Property Trust, the USM-quoted property company, have been suspended pending news of a substantial property acquisition.

Hazlewood in Dutch expansion

By Philip Coggan

Hazlewood Foods, fast-growing food manufacturing group, returned to its old ways yesterday with a £10.6m bolt-on acquisition of a Dutch frozen fish company.

In May, when it was revealed that Hazlewood had built up a 3 per cent stake in the Northern Foods conglomerate, it seemed as if the group was about to depart from its long-standing formula of making frequent small, agreed acquisitions.

Yesterday's announcement seemed to indicate that Hazlewood was concentrating on its old strategy and its shares climbed 8p to 225p.

The company being acquired is Coby's Seafood, which sells its products to a range of European retailers, including Marks and Spencer. Last year, it made profits of £1.47m (£1.5m) on turnover of £14.53m.

The acquisition of Coby's is Hazlewood's seventh purchase in the Netherlands.

"Most of the sales of the Dutch companies we have bought consist of exports to other EC countries," said Mr Dennis Jones, finance director.

BWD at £516,000 for first half

In spite of a difficult period in the securities industry, BWD Securities has continued to invest in its business. The stockbroking and portfolio management group came to the USM in April.

Pre-tax profit for the half year to May 31 fell 60 per cent from £1.3m to £516,000. Earnings per 10p share were 4.4p against 12.4p last time. Commissions and fee income halved to £1.4m from £2.2m and interest receivable also dropped to £81,000 (£131,000).

Bond increases stake in M & G to nearly 12%

BY NIKKI TAIT

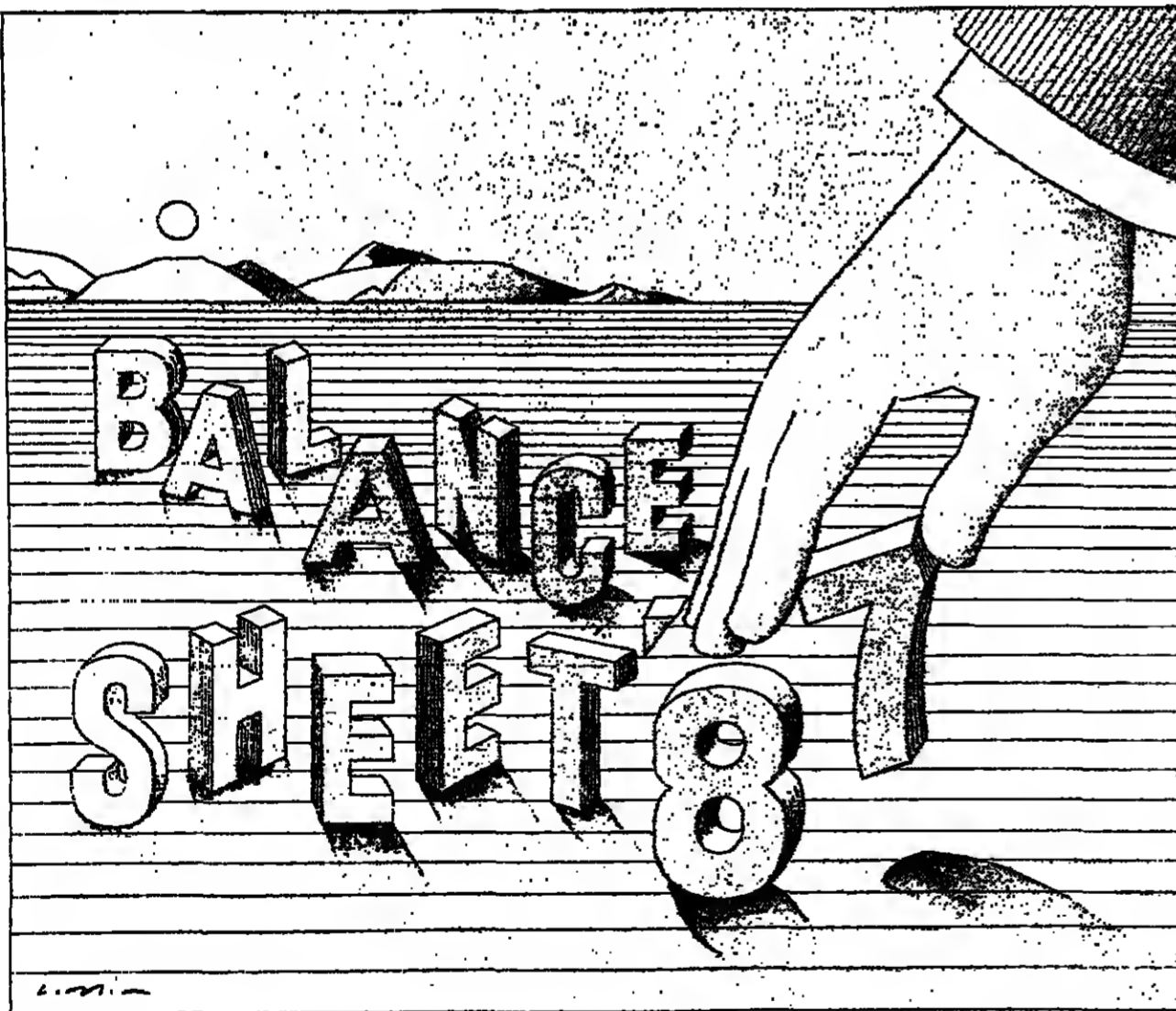
SHARES in M & G Group, Britain's largest unit trust company, nudged 3p higher to 362p yesterday as Bond Corporation, the Australian company headed by Mr Alan Bond, disclosed that it has picked up a further 1.53m shares (almost 2 per cent of the equity). This takes the Bond holding to 11.95 per cent.

Bond first disclosed a stake in the British company late last December and has since added to this sporadically. Yesterday, M & G - which is fiercely committed to independence - said it knew of no further developments or contact with Mr Bond, apart from the increased availability of Chinese markets. As there is no immediate prospect of the situation improving and as it is likely that the Company will incur a loss after capital expenditure no final dividend for 1988 in respect of ordinary and S ordinary shares will be paid.

It also confirmed that the smaller stakes in the company

held by Mr Robert Maxwell, Mirror Group publisher, Sir Ron Brierley, New Zealand businessman, and Lord Stevens' fund management group MIM-Britannia were unchanged.

Shares in M & G topped 400p earlier this year as speculation over Mr Bond's intentions mounted. However, they have recently fallen back in the wake of Bond Corporation's waves of activity elsewhere and thoughts that the Australian company might be more interested in selling its stake than adding to it. A formidable block to any hostile action is posed by the Esmée Fairbairn Charitable Trust, which owns 21.95 per cent of the shares and supports M & G's continuing independence.



Business volume	in DM millions 44,463	
Total assets	43,578	
Claims on customers of which: long term	20,575 / 19,776	DSL-Bonds outstanding 23,995
Claims on banks	12,164	Liabilities to banks 9,421
Securities/Treasury bond	3,254	Liabilities to other customers 1,688
Transmitted loans (on a trust basis, special-purpose funds)	6,249	Liabic capital (as of June 30, 1988) 634

The DSL Bank had another good year in 1987: 17M 6.81 billion in new loan commitments to companies and banks, for housing construction and acquisition, to the public sector, the agricultural industry and to foreign clients. Total assets rose by another 7.5% to DM 43.58 billion. The bank issued DM 4.92 billion in DSL-Bonds and DM 1.8 billion in promissory notes. Funds accrued through money market dealing amounted to DM 3.73 billion at the end of 1987.

The DSL Bank strengthened its securities, promissory note and money market business, also by opening a Stock Exchange Office in Frankfurt. 1987 saw the DSL Bank further strengthen its earnings potential. Doing business with us enhanced our clients' prospects for continued success, and our's too.



DSL Bank, Head Office: D-5300 Bonn 2, Kennedyallee 62-70, Tel. (228) 889-0, Branches: Berlin, Düsseldorf, Frankfurt, Hamburg, Munich, Stuttgart.

CONSOLIDATED MURCHISON LIMITED  
Incorporated in the Republic of South Africa

Final Ordinary and S Ordinary Dividends for the Year Ending 30 June 1988

In the quarterly report for the quarter ended 31 March 1988 which was published on 20 April 1988, the directors of the Company advised that in recent months antimony concentrate prices had come under pressure as a result of reduced demand for the Company's product. The reduction in demand was due mainly to the increased availability of Chinese material. As there is no immediate prospect of the situation improving and as it is likely that the Company will incur a loss after capital expenditure no final dividend for 1988 in respect of ordinary and S ordinary shares will be paid.

By Order of the Board  
Anglo-Transvaal Securities Limited  
255 Regent Street  
London W1R 8ST  
22 June 1988

Directors: P. F. Retief (Chairman), R. A. D. Wilson (Deputy Chairman), M. W. Hawarden (Managing Director), V. G. Gray, W. D. C. Smith, D. J. C. Brown, E. S. Marston, J. E. P. J. Coetzee, G. S. M. du Toit

Alternate Director: P. W. J. Coenen

Registered Office: Anglo-Transvaal Securities Limited, 255 Regent Street, Johannesburg, 2001

Den Danske Bank  
of 1571 Aktiekapital  
U.S. \$30,000,000  
Floating Rate Subordinated Notes Due 1989

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the period 23rd June, 1988 to 23rd December, 1988 has been fixed at 8 1/4% per cent per annum and that the coupon amount payable on 23rd December, 1988 will be U.S. \$10,404.95 of interest per U.S. \$250,000 nominal of the note.

Agent Bank  
البنك السعودي العالمي المحدود  
Saudi International Bank  
AL-BANK AL-SAUDI AL-ALAMI LIMITED

GRANVILLE SPONSORED SECURITIES

High	Low	Company	Price	Change	Div. yield	% P/E
230	185	Acc. Rec. Inv. Ordinary	230	0	0.7	3.8
230	186	Acc. Rec. Inv. CALLS	230	0	10.0	4.3
40	25	Armitage Group	30	-1	-	-
57	50	0.0% Delta group (USM)	55	0	2.1	3.0
162	150	Bardon Group	160	0	3.3	2.5
112	108	Bardon Group Conv. Pref.	112	0	6.7	6.0
148	137	Bry Technology	140	0	11.0	10.7
107	108	Brownhill Conv. Pref.	107	0	11.0	37
273	246	CCJ Group Ordinary	273	-1	12.3	4.5
147	134	CCJ Group 11% Conv. Pref.	147	0	14.7	10.0
151	129	Carro Pic (S)	145	0	4.3	4.2
112	108	Carro 7.5% Pref (S)	107	0	10.5	9.6
146	147	Carro 8% Pref	146	0	3.7	14
94	60	Carro 10% Pref	94	0	-	-
107	87	Jacobson Group (S)	107	0	3.4	3.2
340	295	Mellin House NY (AmSD)	330	0	10.4	5.2
52	40	Robert Jenkins	52	0	-	-
103	124	Seymour	103	0	-	-
204	194	Torrey & Carlisle	204	0	8.0	2.6
96	56	Trevina Holdings (USM)	96	-4	2.7	10.5
110	100	United Energy Corp Pref	110	0	8.0	7.3
285	203	W.S. Yeates	285	0	16.2	5.7

Securities designated (S) and (USM) are dealt in respect to the rules and regulations of the Stock Exchange. Other securities listed above are dealt in respect to the rules of TSA.

These Securities are dealt in strictly on a best bid/best offer basis. Granville & Co. are Granville Davis Ltd are market makers in these securities.

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UK COMPANY NEWS

Caledonia makes 38% advance

BY VANESSA HOULDER

Caledonia Investments, the investment vehicle of the Cayzer family which last year loosened its long standing bond with British & Commonwealth Holdings, yesterday reported a 38 per cent increase in profit before tax and an exceptional credit of £9.8m for the year to March 31 1988.

Mr Peter Buckley, chief executive, stated that the company was in a very strong financial position. Investment income was expected to rise significantly this year and a substantial increase in the dividend was anticipated.

Last October Caledonia sold the bulk of its 31.3 per cent stake in British & Commonwealth Holdings, the financial services company which in the past accounted for four-fifths of its assets. It has since spent about

half the £100m cash received in paying off an overdraft and the remainder on a string of investments including property, an investment trust, industrial projects and special situations. A further payment of £27.5m preference shares was made which are redeemable in four equal annual instalments of £6.8m from December 1988 to 1991.

Investment income rose from £8.4m to £12.6m, including a £10.7m (£7.1m) contribution from its B&C investment. Interest payable less receivable was £852,000 (£275,000). Operating profit of its trading activities was £1.7m (£1.4m) on turnover of £14.5m (£12.5m).

The £9.8m exceptional item accounts for the preference dividend for the six months from

July 1987 and has been treated as an exceptional item since the investment income already includes a dividend for the full twelve months on Caledonia's 31.1 per cent stake in B&C.

A final dividend of 4.5p (3.3p) per share has been recommended making a total of 7p (5.5p) for the year - an increase of 27 per cent.

comment

After its neatly-timed decision to break its bond with B&C last year, Caledonia is now striking out on its own. Its ambition is to recreate an investment holding company akin to the old-style B&C before Mr John Gunn

focused it on financial services. Thus the £82m it will receive for each of the next four years will be channelled into a wide range of ad hoc, essentially opportunistic deals, in the hope of long-term growth. Given the record of Caledonia's management, which helped build up B&C, the prospects look good - particularly as the income stream from the B&C preference shares relieve any pressure for short term returns. Further encouragement can be gleaned from Caledonia's exceptionally skilful timing in exiting from B&C - a coup reflected in the unchanged net assets per share value of 499p. With the share price up 3p to 350p, the resulting 80 per cent discount to assets may seem temptingly high for the long-term investor.

All-round growth lifts Arthur Lee to £2.74m

Improved trading in all divisions enabled Arthur Lee & Sons, steel and plastics group, to report record pre-tax profits of £2.74m for the six months to end-March.

The outcome, up almost 45 per cent on the £1.9m achieved in the comparable six months last time, came on turnover some 25 per cent higher at £49.44m (£40.08m). Mr Peter Lee, chairman, said the balance sheet remained strong despite an increase in group borrowing during the period. This reflected the need for increased working capital.

After tax of £923,000 (£568,000), earnings per 12½p share improved to 5.81p (4.27p). The interim dividend is raised to 1.25p (1p).

Ankett at £0.5m

Ankett Associates, architectural and design consultancy, reported pre-tax profits of £508,000 for the six months to March 31 1988.

The results, the first set of figures since the group's placing on the main market in February, compared with profits of £415,000 in the corresponding period last year. Work done amounted to £3.91m (£3.15m) and earnings per 5p share rose to 2.85p (2.37p).

Jas Latham expands by 24% to £2.6m

Increased activity in the building sector prompted continued growth at James Latham. In the year to March 31, the timber merchant revealed a 24 per cent expansion in both turnover and taxable profits.

Pre-tax profits, up from £2.07m to £2.58m, were from turnover of £53.71m (£43.27m).

Tax took £512,000 against a credit of £293,000 last time, leaving earnings per 11 share of 39.04p (45.26p).

A final dividend of 6p is proposed, making 9.5p for the year, up from an adjusted 8.25p.

Cluff boosts gold output

By Kenneth Gooding, Mining Correspondent

Cluff Resources, the London-based natural resources group, has taken another step towards becoming Zimbabwe's major gold producer by bringing its new Freda mine in the Bindura district in the north east of the country into full production at a rate higher than predicted.

Cluff, quoted on the London Unlisted Securities Market, is in the process of transforming itself from a loss-making minor oil company into a medium-sized gold producer. The group's gold output is expected to rise from about 800,000 ounces last year to 40,000 ounces in 1988, mostly from Zimbabwe. Next year Cluff hopes to produce more than 80,000 ounces of gold.

Mr Algy Cluff, the group's chairman, said that the joint venture had gone so well that Cluff and Antofagasta were considering further collaboration in Chile where the latter group has considerable properties which might be amenable to Cluff's production techniques.

Spice profit halved to £0.3m as forewarned

THE RECENT profits warning from Spice has been borne out with pre-tax profits for the half year to end March 1988 halved from £537,000 to £268,000. The USM-quoted autoparts wholesaler and distributor warned in April that the mild winter had depressed demand and said it expected profits for the six months to be not less than £200,000.

Group sales were £12.6m (£11.07m). The directors said sales had shown a gradual

improvement since March, but second half profits were unlikely to exceed those of last year. Interest receivable of £6,000 compared with a £65,000 payment previously. After tax of £67,000 (£134,000) earnings per 5p share fell to 2.5p (5.2p). As promised, the interim dividend has been held at 1.2p.

The new national distribution centre, due to become operational in October, is expected to widen business opportunities and increase competitiveness.

Brookmount profits doubled to £4.62m

Brookmount, USM-quoted property group, has built on the progress made during its first half to announce full-year profits of £4.62m. This compares with £2.25m achieved in the previous year. Turnover in the twelve months to March 31 1988, excluding turnover of related companies, advanced from £5.42m to £16.7m.

Amortisation of goodwill took £220,000 (nil). This relates to the acquisition of Wright Oilphant and the directors have decided to amortise the goodwill over 13.5 years. After increased tax of £2.02m (£656,000), earnings came out at 30.7p (22p). A final dividend of 3.5p is proposed, for a total of 5.25p (4p).

LIT offer to cut costs

BY RAY BASHFORD

LIT Holdings, the futures and options brokerage group formerly known as London Investment Trust, has written to shareholders with an offer aimed at lowering administration costs.

The company said that it has made arrangements with its brokers, James Capel, to allow for shareholders with less than 500 shares to sell their investments without incurring commission costs.

Directors said the offer has been made following contact with shareholders who have told the company that they wish to sell their holdings but who have indicated that the costs of the sale would be excessive when compared with the net proceeds of the sale.

The company has 182m shares on issue of which only 1m are in the hands of the 2,000 shareholders who own 500 shares or less. There is a total of 9,500 shareholders.

The removal of this relatively large number of small shareholders would lower the administrative costs of circularising shareholders with reports and company statements, directors said.

James Capel has been instructed to sell all shares made available through the offer at the best price prevailing on the first trading day after July 31. Shareholders who dispose of their shares under the offer will receive no further dividends.

Health Care advances to over £1m

Health Care Services, USM-quoted hospital and residential homes management group, yesterday revealed pre-tax profits up from £877,000 to £1.02m for the 12 months to end-March.

Turnover rose 30 per cent to £12.65m. Tax accounted for £372,000 (£343,000), and resulted in earnings per share of 5p (4.4p). The recommended final dividend is 0.7p making 1p for the year (0.5p).

Mr Graeme Hart, chairman, said that indications were that the Government's current review of the NHS would result in greater co-operation between the NHS and the private sector and would provide further opportunities for the group.

Buoyant sales boost Kewill to over £1m

Continuing buoyant sales helped Kewill Systems, USM-quoted computer software house, to lift taxable profits to £1.1m in the year to end-March.

The result, a 62 per cent improvement on the previous year, followed a 66 per cent upturn at the midway stage. Turnover expanded by 39 per cent to £5.77m (£4.14m).

The directors said major technical development was now in progress through a number of collaborative projects, which have obtained the endorsement and support of the Department of Trade.

They anticipate further growth in the current year.

Tax took £353,000 (£243,000), leaving earnings of 13.07p (7.89p) per 5p share. A single dividend of 2.2p is recommended, up from 1.5p last time.

APPOINTMENTS

Sealink UK finance director

Mr Paul Killuff has been appointed financial director at SEALINK UK. He joins from Lombo where he was responsible for the acquisition of a 50 per cent stake in Krupp Handel. He was also group financial director of the Metropole Group (a unit of Lombo), finance director of the Special Beer Company (part of Grand Metropolitan) and as group financial executive of Micro Focus, led the computer software company to public ownership.

Mr John Langenegger and Mr Tony Warren have become partners of RENSBERG, the Leeds-based stockbrokers.

At TOKAI INTERNATIONAL Mr Roger Charles Livesey has been appointed joint general manager. He was formerly deputy chief executive of Security Pacific Hoare Govett.

HARVARD SECURITIES has appointed Mr Stephen Bullock, Mr Philip Fernandes and Mr William Holdea directors.

Mr R.S. George, group marine manager at COMMERCIAL UNION ASSURANCE, will retire on June 30. He is succeeded by Mr P.L. Evans on July 1. Mr Evans will remain underwriter of the Indemnity Marine Assurance Company.

Mr Andrew Graham-Watson has been appointed a director of SPECIAL RISK ADVISERS - a trading division of Duke Insurance Holdings.

H. YOUNG HOLDINGS has appointed Mr Thomas S. Redfern as its group legal adviser and company secretary from July 1. This appointment is made due to the impending retirement of Mr Thomas H.S. Ross on July 31.

Mr Leonard E.L. Williams has been appointed deputy chairman of BUPA. He is chairman of Nationwide Anglia Building Society and a director of Y.J. Lovell (Holdings).

The SUMMIT GROUP has appointed Mr Phillip Ralph, formerly director of corporate finance of the General Electric Company, as executive vice chairman. GEC owns 40 per cent of Summit.

Mr Hnw Harries has been appointed advertisement director of the BIRMINGHAM POST & MAIL from July 1. He is general advertisement manager at the Western Mail and Echo in Cardiff.

Mr Tom Jones, resident director of FRASER WILLIAMS' Bristol office, has been appointed a senior director of the Fraser Williams Group.

At PHILIPS Mr James A. Duffy has been made a director of customer services at its business systems division. He was previously director of customer service for Philips Information Systems in Canada.

METAL BOX food packaging division is restructuring its divisional board responsibilities in order to improve its response to customer requirements. Three business directors have been appointed to manage the sales and manufacturing operations of the food division. Mr David Ford has become business director, metal food containers, Mr Brian Curtis has been appointed business director, plastic and carton systems and Mr Bill Teasdale has become business director, Whitecap International. Mr Simon Doyle, previously sales director for the food division, has been appointed to a sales and marketing position in Genesis Packaging Systems, the US joint venture between Metal Box and Aluminum Company of America (Alcoa). Mr Doyle's previous sales responsibilities will be taken over by three national sales managers. They are: Mr Gelo Andrews from metal food containers, Mr Geoff Laws for plastic containers and Mr Peter Lancaster-Smith for carton systems.

INTERNATIONAL APPOINTMENT

GERMAN TRADING COMPANY

MANAGER "FINANCE & CONTROLLING" BASED IN NEW YORK

Our client is a well-established internationally based trading company headquartered in Hamburg, West Germany. Volumes handled reach several billion Deutsche Mark.

North American markets are controlled from the New York operations of the group. The manager "Finance & Controlling" will directly report to the President of the U.S. company and will maintain a dotted-line relationship to the central finance department in Hamburg.

Heading up a small but effective team, the successful candidate will be responsible for the area of accounting, reporting, financial planning, taxes and the treasury function including cash management, foreign exchange trading, bank relations, trade finance and financial futures. Also, general administrative duties, personnel, supplies, EDP and office support services will be under his control.

The successful applicant should have gained several years of experience in financial management as a chief accountant, controller or treasurer, ideally in an international operating company. Experience related to the commodities trading business would be an asset. Personally, the successful candidate must be a decisive and independent character with strong analytical strengths. Fluent English and a good working knowledge of German is required. The commitment to a long-term business career is expected.

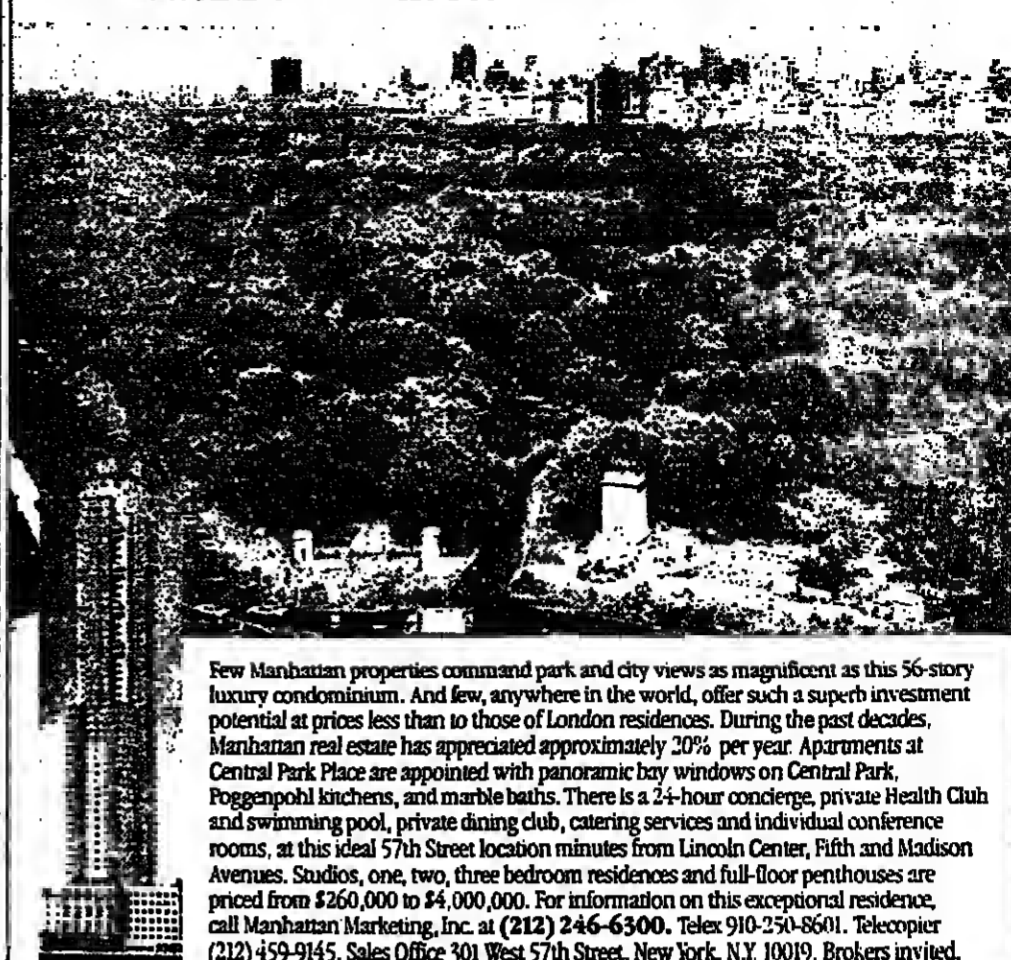
Our client offers an attractive base salary supplemented by a bonus package and typical company perquisites.

Please address your application - in English or German - to Dr. J. Staudt, Partner. Confidentiality of your application will be guaranteed.

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Grosse Gallusstrasse 10-14  
D-6000 Frankfurt 1  
Tel. (0) 69 21 64-308



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DASH, EASTEX AND JENNI BARNES ARE RETAIL BRANDS WHICH ALONG WITH DERETA AND OWN LABEL ARE DIVISIONS OF ELLIS & GOLDSTEIN (HOLDINGS) plc, A LEADING FASHION DESIGN AND MANUFACTURING GROUP OF COMPANIES FOR OVER 50 YEARS.



This advertisement, for which the directors of Ellis & Goldstein (Holdings) plc are solely responsible, has been approved by Kleinwort Benson Limited for the purposes of Section 57 of the Financial Services Act 1986.

COMMODITIES AND AGRICULTURE

Green currency deal may break EC deadlock

By Tim Dickson in Brussels

MR FRANS ANDRIENSEN, Europe's Agriculture Commissioner, will today table a new compromise on "green" currencies in an effort to lift the Greek Government's veto on this year's EC farm price package.

Green currency devaluation on arable products and 18.5 per cent for animal products. Green currencies are the artificial exchange rates at which EC support prices are translated into national money - devaluing them not only increases prices in local currencies but helps to dismantle the system of border taxes and subsidies known as monetary compensatory amounts (MCAs).

European zinc prices raised again

By David Blackwell

SEVERAL EUROPEAN zinc producers yesterday increased their prices for the metal by \$150 a tonne to a record \$1,350 a tonne as prices on the London Metal Exchange continued to climb.

Outlook bright for Gulf aluminium industry

Robin Allen reports on ambitious plans to expand smelting capacity

THE GULF aluminium industry, so long in the doldrums owing to world over-capacity and low prices - is now experiencing something of a boom. And the good times are expected to last for several years at least.

Alba and Dubal both reported increased production last year. Alba's output exceeded rated capacity of 170,000 tonnes by 6 per cent with production of 180,344 tonnes. Alba - owned 57.8 per cent by the Bahrain Government, 30 per cent by Saudi Arabia, through its Public Investment Fund, 17 per cent by the Kaiser Aluminum of the US, and 5.1 per cent by West Germany's Brevon Investments - does not release turnover or profit figures.

Aluminium downstream industries in the Gulf Co-operation Council countries - Kuwait, Oman, Qatar, Saudi Arabia, the UAE, and Bahrain itself - continued to expand, taking some 83,000 tonnes a year, mainly billets and rolling slabs, close to 60 per cent of Balco's tonnage entitlement from Alba.

According to market analysts, world aluminium consumption is likely to reach 13.9m tonnes by 1990 with production at only 13.6m tonnes. The accuracy of these forecasts depends to a very large extent, however, on how many more of the older smelters in high-cost areas are shut down; the extent to which modernised plants in the US remain competitive; whether demand, particularly from the Japanese, continues to grow; and, not least, whether the dollar remains low enough to encourage US producers and deter their overseas rivals.

Producers in the Gulf are optimistic, however. Alba's general manager Mr Gudvin Tofte commented: "Any new smelter will come on-stream at the earliest in 1992 or 1993. The aluminium community could be reeling from a shortage by then. Future new projects will not match shut-downs and the anticipated increase in regional consumption." To which Mr al-Soufi adds: "Gulf producers have a very big geographical as well as cost advantage in that they can easily service all three major consuming areas - Europe, the Americas and the Far East."

Argentina expects grain export boost

By Gary Mead in Buenos Aires

ACCORDING TO Mr Guillermo Moresco, president of the Argentine Cereals Exchange, 1988 will see a substantial increase in the US dollar value of Argentina's cereal exports. This is largely due to the increase in world prices, itself a result of the current drought in US farming areas.

for the last year. It is expected that the 1988 average price per tonne will reach between \$195 and \$200. The comparable figure for 1987 was \$136. In terms of the value of Argentina's cereal exports this will give a figure for 1988 of approximately \$4.5bn, compared with the 1987 figure of \$2.9bn.

Big sugar crop expected in Russian Federation

By John Barham in Sao Paulo

THE 1988 sugar beet harvest in the Russian Federation might well exceed last year's bumper yields, according to Mr Mikhail Sushkov, head of Rossakhsvyokla, the Russian sugar company, reports Reuter from Moscow.

The Ukraine and the Russian Federation together account for 90 per cent of the Soviet Union's sugar beet output. Official figures show 90m tonnes of Soviet beets were harvested in 1987, the best crop since 1973.

More Australian coal miners join strike

By John Barham in Sao Paulo

COAL MINERS in northern New South Wales yesterday voted to join those in the rest of the state and in Queensland, who went on strike last week over attempts by Queensland coal companies to change working conditions, reports AP-Dow Jones from Sydney.

Dispute threatens \$20m Indonesian tea deal

By John Murray Brown in Jakarta

TEA TRADERS in Jakarta say a dispute over commission rates threatens the \$20m counter-trade deal agreed last November between Indonesia and Pakistan, and is putting considerable strain on storage capacity in Indonesian factories.

Rubber growing makes a comeback in Brazil

By John Barham in Sao Paulo

BRAZILIAN RUBBER is slowly making a comeback. The glorious days when the Amazon forest was the planet's only source of rubber are gone for ever - thanks to the enterprising British botanist who smuggled seedlings of the rubber boom town of Manaus a century ago. But farmers in Sao Paulo state, 1,800 miles from Manaus, are now switching to rubber growing in increasing numbers as coffee, once the region's principal crop, loses its attraction.

Chinese cotton threatened

By John Barham in Sao Paulo

A SHORTAGE of pesticide is threatening China's 1988 cotton crop, the Economic Daily said, reports Reuter from Peking. It said high state purchasing prices encouraged farmers to plant more cotton this year, boosting acreage to 5.336m hectares, up from 4.936m last year. The crop is growing well in Jiangsu, Zhejiang and other southern provinces. The 1988 target is 4.5m tonnes up from 4.245m in 1987.

WORLD COMMODITIES PRICES

LONDON MARKETS

PRECIOUS METAL prices fell yesterday, depressed by the strengthening dollar and weaker oil prices. Japanese selling of platinum and silver overnight prompted a sympathetic decline in gold bullion, which closed at \$449 an ounce, down \$2.50. In contrast base metals once again performed strongly on the LME. Nickel rose sharply before profit-taking pared the gains. Traders said the market continued to reflect expectations of increased consumer demand over the third quarter and concern over possible disruptions to supplies from Canada during the summer months. Further strength on Comex, coupled with currency factors, helped to push copper higher, and prices closed near the day's highs. Aluminium prices continued their recent climb, reflecting covering against uncertainty over the availability of LME supplies, with several potentially tight delivery dates falling due between now and late September.

Table with columns: Commodity, Close, Previous, High/Low. Includes COCOA, COFFEE, RUBBER, and various oil products.

Table with columns: Commodity, Close, Previous, High/Low. Includes LONDON METAL EXCHANGE (Aluminium, Cash, Copper, Lead, Zinc) and POTATOES.

Table with columns: Commodity, Close, Previous, High/Low. Includes LONDON BULLION MARKET (Gold, Silver) and SOYABEAN MEAL.

Table with columns: Commodity, Close, Previous, High/Low. Includes US MARKETS (Precious Metals, Wheat, Soybeans) and NEW YORK (Gold, Silver, Platinum).

Table with columns: Commodity, Close, Previous, High/Low. Includes CRUDE OIL (Light, Heavy) and COFFEE.

Table with columns: Commodity, Close, Previous, High/Low. Includes CHICAGO (Soybeans, Soybean Meal, Soybean Oil, Corn, Wheat).

Table with columns: Commodity, Close, Previous, High/Low. Includes SPOT MARKETS (Crude Oil, Dubs, Brent Blend, W.T.11, Heavy Fuel Oil, Oil products) and OTHER (Aluminium, Copper, Lead, Nickel, Tin, Zinc, Cattle, Sheep, Pigs, London daily sugar, London daily sugar, London daily sugar, London daily sugar).

Table with columns: Commodity, Close, Previous, High/Low. Includes GAS OIL, GRAINS (Wheat, Barley, Rubber, Soybeans), and SOYABEAN MEAL.

Table with columns: Commodity, Close, Previous, High/Low. Includes FREIGHT FUTURES (Wheat, Barley) and LONDON METAL EXCHANGE TRADED OPTIONS (Aluminium, Copper, Zinc).

Table with columns: Commodity, Close, Previous, High/Low. Includes SOYABEAN MEAL, SOYABEAN OIL, and SOYABEAN MEAL.

Table with columns: Commodity, Close, Previous, High/Low. Includes SUGAR, PLATINUM, SILVER, and COPPER.

Table with columns: Commodity, Close, Previous, High/Low. Includes CRUDE OIL, COFFEE, and COTTON.

Table with columns: Commodity, Close, Previous, High/Low. Includes CHICAGO (Soybeans, Soybean Meal, Soybean Oil, Corn, Wheat) and INDICES (Reuters, Dow Jones).



FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Allied Banker Unit Trusts, and others, including their names, managers, and performance metrics.

Table listing unit trusts such as Brown Shipley & Co Ltd, British American Unit Trusts, and others, including their names, managers, and performance metrics.

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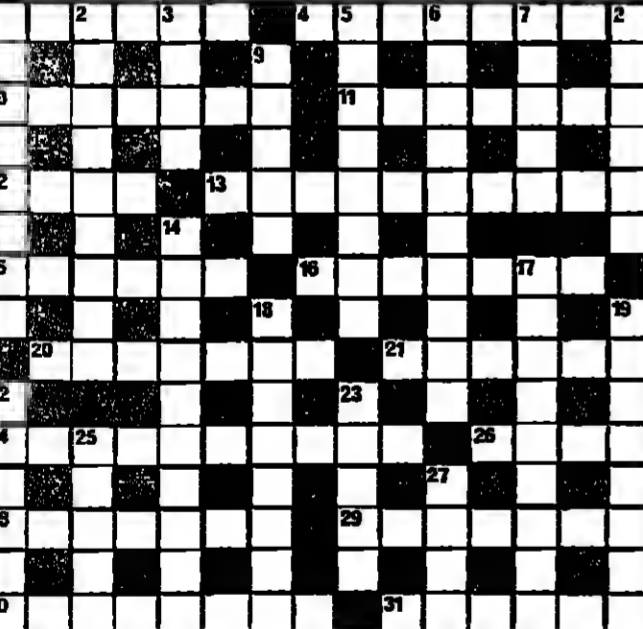
Table listing unit trusts such as British American Unit Trusts, British American Unit Trusts, and others, including their names, managers, and performance metrics.

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I.G. INDEX LTD, 9-11 GROSVENOR GARDENS, LONDON SW1W 0BD. Tel: 01-828 7233/5699. Reuters Code: IGIN, IGI0.

JOTTER PAD: A grid for recording prices taken at 5pm and change from previous close at 9pm.

FT CROSSWORD No.6,663 SET BY VIXEN



ACROSS clues: 1 A dreadful article written in Iran (6), 4 Base life form? Quite likely (3), 10 A craftsman getting further depressed about the left (7), 11 Called for more heart to be shown in conclusion (7), 12 Fly the woman! (4), 13 Nothing was changed in the city (10), 15 Wants to get points and strives for this (6), 16 High-rise accommodation for workers (3-4), 20 In Paris questionable pharmacists supply it (7), 21 Crawler giving trendy party (6), 24 Belief in imprisonment (10), 26 Check some waste material (4), 28 The object in members' stories (7), 29 Look for ill-will (-4-3), 30 Deter the drunk - should be restrained (8), 31 Hang over (2) across (6).

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FT UNIT TRUST INFORMATION SERVICE

Prudential Mutual Insurance Co Ltd
Table listing various insurance products and their details.

Prudential Life Assurance Ltd
Table listing life assurance policies and their details.

Royal Heritage Life Assurance Ltd
Table listing heritage life assurance policies and their details.

Standard Life Assurance Co Ltd
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Swiss Life Assurance Ltd
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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

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BRITISH FUNDS

Table of British Funds, columns include Fund Name, Price, and % Change.

BRITISH FUNDS - Contd

Table of British Funds - Contd, columns include Fund Name, Price, and % Change.

FOREIGN BONDS & RAILS

Table of Foreign Bonds & Rails, columns include Fund Name, Price, and % Change.

Five to Fifteen Years

Table of Five to Fifteen Years funds, columns include Fund Name, Price, and % Change.

INT. BANK AND O'SEAS GOVT STERLING ISSUES

Table of Int. Bank and O'Seas Govt Sterling Issues, columns include Fund Name, Price, and % Change.

CORPORATION BONDS

Table of Corporation Bonds, columns include Fund Name, Price, and % Change.

COMMONWEALTH & AFRICAN BONDS

Table of Commonwealth & African Bonds, columns include Fund Name, Price, and % Change.

LOANS

Table of Loans, columns include Fund Name, Price, and % Change.

Public and Ind.

Table of Public and Ind. funds, columns include Fund Name, Price, and % Change.

Financial

Table of Financial funds, columns include Fund Name, Price, and % Change.

AMERICANS

Table of American funds, columns include Fund Name, Price, and % Change.

Money Market Trust Funds

Table of Money Market Trust Funds, columns include Fund Name, Price, and % Change.

Money Market Bank Accounts

Table of Money Market Bank Accounts, columns include Bank Name, Rate, and % Change.

LONDON SHARE SERVICE

AMERICANS - Cont'd

Table listing American companies such as American Express, American International Group, and American Overseas, with columns for stock price, price change, and volume.

CANADIANS

Table listing Canadian companies such as Alcan, Canadian National, and Canadian Pacific, with columns for stock price, price change, and volume.

BANKS, HP & LEASING

Table listing financial institutions and leasing companies such as Bank of America, Citicorp, and Finance Trust, with columns for stock price, price change, and volume.

BEERS, WINES & SPIRITS

Table listing beverage companies such as Anheuser-Busch, Heineken, and Intercontinental, with columns for stock price, price change, and volume.

BUILDING, TIMBER, ROADS

Table listing construction and infrastructure companies such as Bechtel, Bovis Lend Lease, and Hochtief, with columns for stock price, price change, and volume.

BUILDING, TIMBER, ROADS

Table listing construction and infrastructure companies such as Bovis Lend Lease, Hochtief, and Bechtel, with columns for stock price, price change, and volume.

CHEMICALS, PLASTICS

Table listing chemical and plastic companies such as ICI, Hoechst, and Shell Chemicals, with columns for stock price, price change, and volume.

DRAPERY AND STORES

Table listing drapery and retail companies such as Debenhams, Next, and Primark, with columns for stock price, price change, and volume.

DRAPERY AND STORES - Cont'd

Table listing drapery and retail companies such as Debenhams, Next, and Primark, with columns for stock price, price change, and volume.

ELECTRICALS

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LONDON SHARE SERVICE

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LEISURE - Contd. Table listing various leisure companies and their share prices.

PAPER, PRINTING, ADVERTISING - Contd. Table listing companies in the paper and advertising sectors.

TEXTILES - Contd. Table listing textile companies and their share prices.

TRUSTS, FINANCE, LAND - Contd. Table listing trusts, finance, and land-related companies.

OIL AND GAS - Contd. Table listing oil and gas companies.

MINES - Contd. Table listing mining companies.

MOTORS, AIRCRAFT TRADES. Table listing motor and aircraft trade companies.

PROPERTY. Table listing property-related companies.

TOBACCO. Table listing tobacco companies.

TRUSTS, FINANCE, LAND. Table listing trusts, finance, and land-related companies.

OVERSEAS TRADERS. Table listing overseas trading companies.

THIRD MARKET. Table listing third market trading activities.

COMMERCIAL VEHICLES. Table listing commercial vehicle companies.

COMPONENTS. Table listing component companies.

FINANCE, LAND, ETC. Table listing finance, land, and other companies.

MINES. Table listing mining companies.

PLANTATIONS. Table listing plantation companies.

NOTES. Text providing notes and information regarding the share service.

NEWSPAPERS, PUBLISHERS. Table listing newspaper and publishing companies.

SHIPPING. Table listing shipping companies.

SHOES AND LEATHER. Table listing shoes and leather companies.

OIL AND GAS. Table listing oil and gas companies.

DIAMOND AND PLATINUM. Table listing diamond and platinum companies.

REGIONAL & IRISH STOCKS. Table listing regional and Irish stocks.

PAPER, PRINTING, ADVERTISING. Table listing paper, printing, and advertising companies.

SOUTH AFRICANS. Table listing South African companies.

TEXTILES. Table listing textile companies.

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OVERSEAS TRADERS. Table listing overseas trading companies.

TRADITIONAL OPTIONS. Table listing traditional options.

PROPERTY. Table listing property-related companies.

TOBACCO. Table listing tobacco companies.

FINANCE, LAND, ETC. Table listing finance, land, and other companies.

MINES. Table listing mining companies.

PLANTATIONS. Table listing plantation companies.

NOTES. Text providing notes and information regarding the share service.

LONDON STOCK EXCHANGE

Equities move ahead strongly despite base rate hike but Gilt-edged lack support

Account Dealing Dates table with columns for Dealings, Last, and Account.

THE WIDELY-PREDICTED half point rise in UK base rates was upstaged by wider developments in world currencies yesterday as the London equity market moved ahead strongly.

This would remove a major apprehension for all dollar sensitive markets, including London. Government bonds started well, adding 1/2 point in response to Japanese buying of US bonds overnight.

FINANCIAL TIMES STOCK INDICES table showing various indices like Government Secs, Fixed Interest, Ordinary, Gold Mines, etc.

The focus of interest in insurance moved into the broking sector where Hogg Robinson Gardner Mountain spurred to 17 1/2 before closing a net 19 higher at 17 3/4.

ris Queensway was one of the few exceptions, easing 8 to 156p over uncertainty about the Argyl bid.

hopes which underpinned the group's US sales prospects. Of the leading property stocks, only Hammerson "A" featured with a rise of 23 to 654p on the back of favourable currency movements.

Mr Fouad Jaffar, deputy chairman and chief executive of the KIO declined comment on yesterday's activity in BP shares but told the FT, "If we had reduced our stake in BP we would have been acquiring a lot of shares to announce it. If you have not seen an announcement, we obviously have not reduced our stake".

British Gas, with 18m shares traded, moved to 194p, later closing unchanged at 192p. Among speculative features, Enterprise Oil advanced to 470p with the market poised for a drilling announcement.

The BZW document points to the positive features of the merger with ISC, highlighting the opportunities in world defence markets, and also features the likelihood that Ferranti will be awarded one of the first operating licenses for a new form of mobile communications - digital cordless telephones.

put on 16 to 65p. Hanson again excellent turnover, this time of 10m shares, and rose 2 to 142p. BOC followed the market higher, gaining 8 to 414p.

Among the second liners, Vaux Corporation's shareholding and closed strongly at 389p, up 16. Takeover hopes led to a revival in Bejam, 11 dearer at 175p, while Christian Salvesen moved ahead 7 to 171p reflecting the chairman's forecast of increased profit growth.

Good first-half profits boosted Anglia TV, which rose to 183p. The motors sector featured a good run by Jaguar on turnover of 2.8m shares. The shares gained 12 to 282p on improved currency

and renewed talk of imminent developments concerning the industries' merger and shareholding and closed strongly at 389p, up 16. Takeover hopes led to a revival in Bejam, 11 dearer at 175p, while Christian Salvesen moved ahead 7 to 171p reflecting the chairman's forecast of increased profit growth.

Traditional Options section listing various options and their prices.

FT - ACTUARIES INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table of EQUITY GROUPS & SUB-SECTIONS with columns for Index No., Day's Change, Est. Earnings Yield, etc.

FIXED INTEREST

Table of FIXED INTEREST with columns for Index No., Day's Change, etc.

LONDON TRADED OPTIONS

Table of LONDON TRADED OPTIONS with columns for Option, Calls, Puts, etc.

TRADING VOLUME IN MAJOR STOCKS

Table of TRADING VOLUME IN MAJOR STOCKS listing various stocks and their trading volumes.

RISES AND FALLS YESTERDAY

Table of RISES AND FALLS YESTERDAY showing price changes for various categories.

LONDON RECENT ISSUES

Table of LONDON RECENT ISSUES listing newly issued stocks and their details.

FIXED INTEREST STOCKS

Table of FIXED INTEREST STOCKS listing various fixed interest securities.

"RIGHTS" OFFERS

Table of "RIGHTS" OFFERS listing rights issues and their terms.

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WORLD STOCK MARKETS

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Table of World Stock Markets including Australia, France, Germany, Netherlands, and Sweden. Columns include country, date, and various stock indices with their respective values and changes.

Table of Canada Stock Markets including Toronto and Vancouver. Columns include stock name, price, and change. Includes a section for 'OVER-THE-COUNTER' stocks.

Table of Japan Stock Markets including various Japanese stock indices and company prices. Columns include index name, value, and change.

Table of Australia Stock Markets including various Australian stock indices and company prices. Columns include index name, value, and change.

Table of Indices including New York Dow Jones, Standard and Poor's, and other regional indices. Columns include index name, value, and change.

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Closing Prices June 22

Main table containing stock prices for various companies, organized in columns with headers for stock name, price, and change.

Continued on Page 39

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NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, High, Low, Change, and Volume. Includes sub-sections for 'Continued from previous page' and '12 Month High Low Stock'.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for Stock, High, Low, Change, and Volume. Includes sub-sections for 'Continued from previous page' and '12 Month High Low Stock'.

OVER-THE-COUNTER

Table of Over-the-Counter market prices with columns for Stock, High, Low, Change, and Volume. Includes sub-sections for 'Continued from previous page' and '12 Month High Low Stock'.

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SECTION IV  
FINANCIAL TIMES  
SURVEY

**Major bank mergers and the increased involvement of foreign banks are among the symptoms of radical change now being imposed upon Spanish banking and finance by the need to modernise before European Community opens up in 1992. Peter Bruce, Madrid Correspondent, reports**

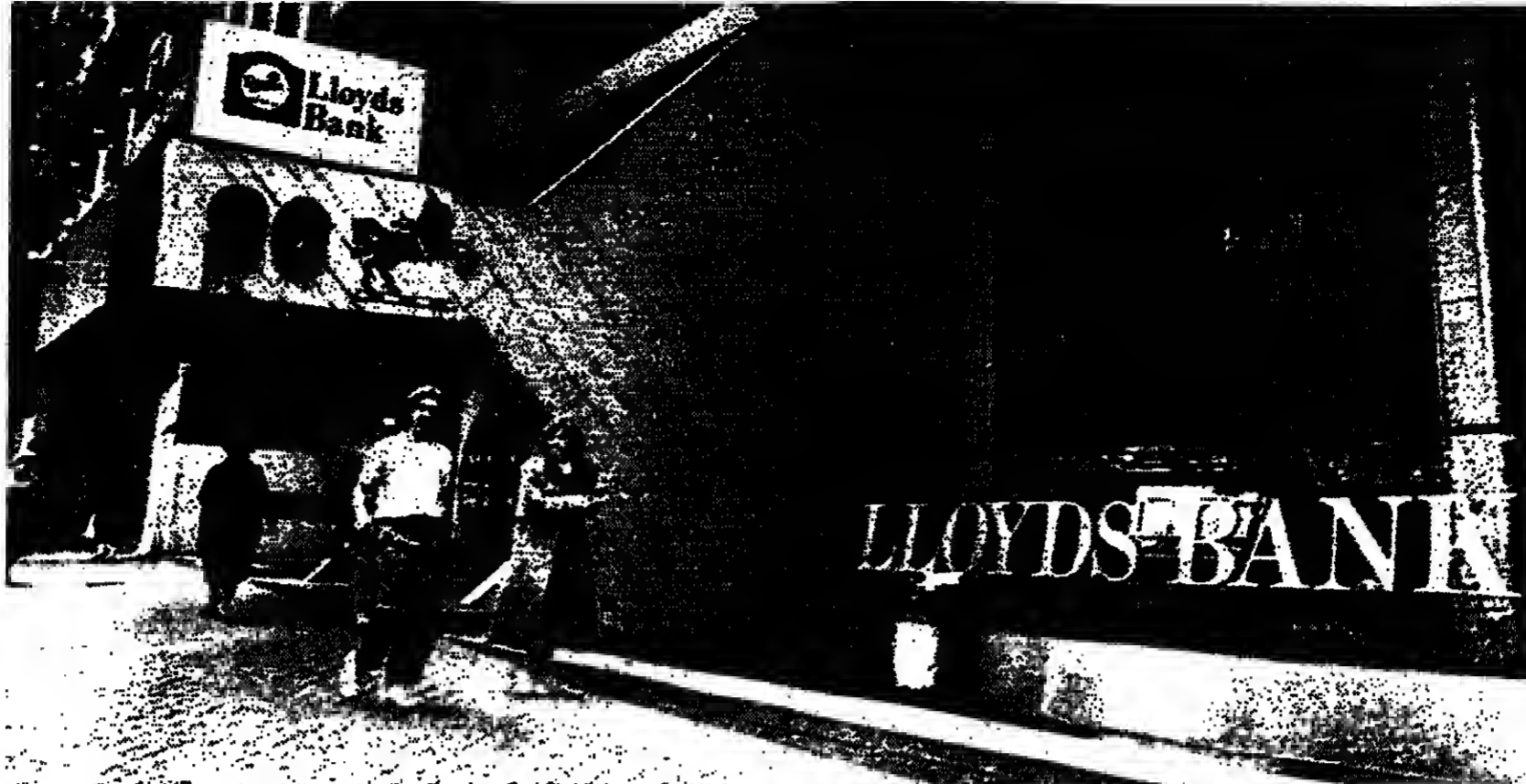
**New rules and no escape**

PROBABLY THE only institution destined to escape, untouched, the wholesale reformation being imposed on Spanish business and financial life by the need to modernise before European Community markets open up in 1992 is lunch.

This normally starts at 2.30pm and ends at anything between two and three hours later. In spite of everything, the global market, integration into the EC, Spanish lunch hours have not budged an inch. Defenders of the break (there are no serious Spanish critics) argue that this is when the real business of the day is done but foreigners should take this with a pinch of salt. One leading Spanish banker spends many of his lunches with his press spokesman.

One the face of it though, everything else has changed. After a spate of mergers the Big Seven private banks have, or are about to become, the Big Five. Banco Bilbao and Banco Viscaya, the two Basque banks, announced their merger in January after Bilbao had failed to take over the country's second largest bank, Banco Espanol de Credito (Banesto).

Just a few months later, and



**SPAIN**  
BANKING AND FINANCE

concerned, the 'Bibao' bid for Banesto late last year "broke the biggest rule" and "if you can break the big rules you can break the little rules." He has begun to poach desperately-needed new management for Banesto from his rival bankers.

Supporters of these mergers argue that they have become necessary if Spain is to have any banks capable of competing in Europe after 1992. But size, they concede, is not everything. The competitiveness of all Spanish banks is still questionable. They are massively overstaffed, have more branches per head of population than any of their European counterparts and for decades have disguised these inefficiencies by hugely overpricing their services to their customers. A recent EC report on post-1992 economics suggested that if ever the costs of financial services in the Community were to be equalised, the Spanish would have to make the deepest cuts of all - 34 per cent in comparison to just 24 per cent for the French and 13 per cent in Britain.

At the top, the herd mentality still rules. Although the state no longer dictates lending rate levels, none of the big banks dares

break ranks and the reaction to the success of innovative foreign banks, after they were allowed to make domestic loans in 1978, has been less than courageous. The Government is not allowing new foreign banks into Spain until the EC laws after 1992 force them to. And Spanish bankers, terrified at the rapid inroads that foreign banks have already made, have agreed among themselves not to sell any branches (no matter how costly, remote and unprofitable they may be) to foreigners.

Some foreign banks, like Citibank and Barclays, have been able, through acquisition, to establish important branch networks in Spain and might be buyers of branches, if ever they came onto the market. Bnt, notes a recent report by the flourishing Madrid financial analysts, Research Associates, for foreign banks "the only alternative against a (declining, limited) retail operation now is the development of investment bank units".

The opportunities, note Research Associates, lie in areas and products that the foreign banks, in many cases, were responsible for actually creating.

Where Spanish banks had grown fat on borrowing cheaply from their customers, the foreigners have been forced to go to (if not quite create) the money market. Citibank introduced revolving credits to Spain, Chase Manhattan placed one of the first syndicated loans in Spain and Bank of America can be thanked, primarily, for today's commercial paper market.

Many of these products are old and the Spanish banks have caught onto them. But, the report goes on, "there are many niches waiting to be filled out... Bankers Trust is committing itself to leveraged buy-outs (and since March 1987) has already closed three deals and is acknowledged as a market leader... as of February 1988 Bank of America had 11 mergers and acquisition mandates and was actively pursuing five others... JP Morgan, along with Hispano Americano, had already underwritten the only three European bond facilities ever launched".

Although the big Spanish banks have responded by entering investment banking as well, only Banco Santander's effort, Banco Santander de Negocios, has really begun to stand out.

Ironically, the mergers between the big banks have brought in even more American competitors, with Shearson Lehman advising Banco Hispano Americano how to behave, Goldman Sachs advising Banesto, and Salomon Brothers advising the thrusting cousins, Messers Alcocer and Cortina.

If the threat to the Spanish majors from foreign banks were not enough, the country's savings banks are also becoming increasingly aggressive. In just 10 years, the savings banks have raised their share of total national deposits from a third to nearly 46 per cent and that has been done despite severe restrictions. The Government is finally about to scrap rules that restrict savings banks to well defined regions. This will mean they would be able to open up branches anywhere from 1992.

For an operation like the Caja de Pensiones para la Vejez y de Ahorros de Catalunya y Baleares (La Caixa), the Barcelona-based savings bank which, measured in terms of deposits, is the country's biggest financial institution, the result of the relaxation of this barrier will be dramatic. At present, it is allowed to operate only

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Picture: Signs of the times: the new face of Lloyds in Spain (story page 6)

be robbed of their old Napoleonic code of ethics and practise and presented with a model closely resembling London's or New York's. Powerful *Agentes de Cambio y Bolsa*, or stockbrokers, have had a 157-year monopoly on all equity transactions and that is about to end. Essentially civil servants (they take civil service exams, perform essentially bureaucratic functions but earn up to \$1m a year), the *Agentes* will either have to retire or join new dealing or brokerage houses.

Many have already begun to establish, in partnership with colleagues and outside specialists, new companies such as *Asesores Bursatiles* or *Iberagentes* or *F&G Inversiones Bursatiles* that will eventually become players on the bourses. Under the *Ley de Reforma del Mercado de Valores*, the Securities Market Reform Act, which still has to be passed by Parliament, the players will be either *Sociedades de Valores (SV)* who will deal in shares and *Agencias de Valores (AV)*, which will only be brokers to third parties. SVs will be able to deal on their own behalf. To allow the *Agentes* time to prepare for the tidal wave sweeping towards them, both SVs and AVs will need to have at least 70 per cent of their capital held by *Agentes* until 1989. From 1992 all restrictions on ownership disappear. Does the Government pay any attention to the howls of complaint from the *Agentes*? "Not for a moment," says Mr Guillermo de la Dehesa, the secretary of state for economic planning.

The Finance and Economic Ministry, in fact, has probably had more than an intellectual role in transforming Spain's capital markets. Analysts argue that, since the Socialists took power in

Continued on page 3

**SPANISH SAVINGS BANKS**

**Good, better and us**

Yes, now we're Number 3, overall, in Spain. And Number 1 in international dealings. Our cash flow's up more than 80%. And credit investment is up more than 30%. In just one year. Those are some impressive figures, but no surprise, because astute investors are discovering that, in many ways, Number 3 is Number 1.

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Non-peseta loans in which we have participated

Borrowers	Millions	Currency
Hydroeléctrica Española	50	ECU
F.H. del Segre	25	SUSA
Hispano-Francesa de energía nuclear	18,50	ECU
Ayuntamiento de Barcelona	23,70	ECU
Generalitat de Catalunya	65	ECU
Tunel del Cadí	115	SUSA
Autopistas del Atlántico	150	DM
Autopistas Vasco-Aragonesas	70	SUSA
Ayuntamiento de Barcelona	125	SUSA
Hydroeléctrica Ibérica Iberdruco	3,570	YENS
Tunel del Cadí	100	SUSA
Public Power Corporation - Greece-Demosa Epilimni Petrosaki - Greece	50	SUSA

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**Credit Cards (Income)**

1986	1987
+ 6,5%	+ 31,1%

**Video Speaking Tellers**

1986	1987
-	71

**Branches**

1986	1987
475	500

**Associated Banks.**

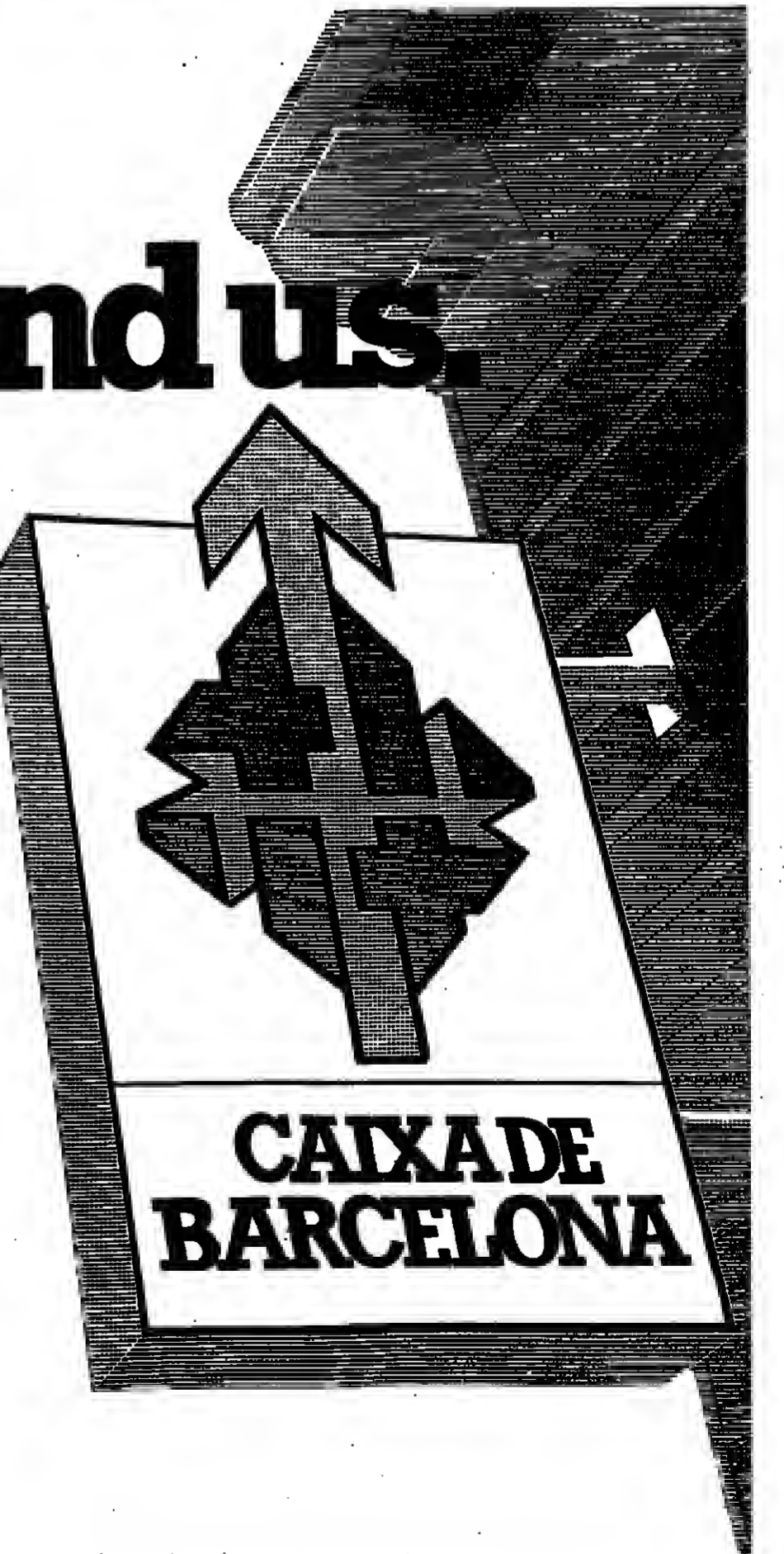
Citibank N.A., New York  
Bank of America  
Chase Manhattan Bank  
National Westminster Bank  
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Deutsche Bank  
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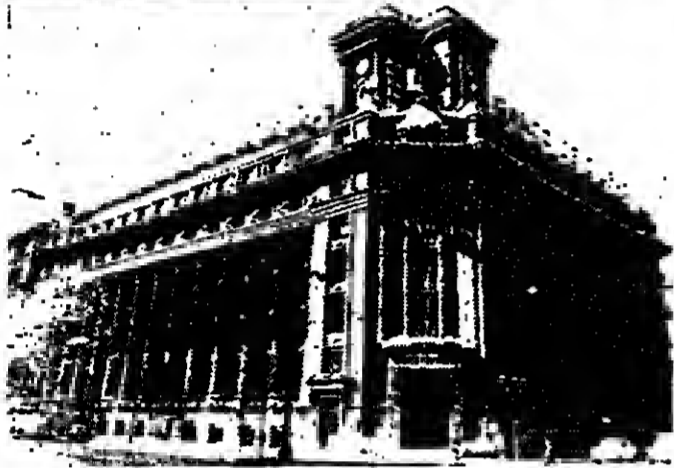
**Language is no problem. We speak yours.**



SPANISH BANKING 2

Historic mergers among the country's 'Big Seven' private banks have produced a surfeit of surprises

... it is the unexpected that occurs'



MR MARIO Conde, the chairman of Banco Español de Crédito, managed to look serious as he informed an international seminar recently that "as Keynes said, the inevitable seldom happens, it is the unexpected that occurs". He would have been forgiven had he smirked his way through the quote.

Inevitability has been in short supply in Spanish banking over the past months and there has been a surfeit of surprises: it is Mr Conde, almost as if he were determined to verify the Keynes dictum, who has done as much and more than anyone to bring the unexpected situation about.

The "Big Seven" private banks had looked as if they were there to stay. Then, last autumn, when talk began of mergers, marriage brokers created alliances that had the stamp of logic to them for small, efficient banks were to wed what the banking world rudely called the "elephants".

Now that mergers have taken place they are quite the opposite to ones that had been expected. Mr Conde, a bank chairman as of last December and the *primus inter pares* of the sector as of last month, has been creating virtually all the twists and turns starting with the major one which is that he himself was not even a bank shareholder this time last year. Entering as an outsider to the banking community, he fought off Banco de Bilbao's bid for Banesto, the one which had the seal of inevitability and he forged the merger with

Banco Central, the one that seemed least plausible. The Big Seven line-up has, in the first six months of this year, undergone more changes than it has for 60 years. First there were seven and now there are five: first Central was the leader of the pecking order, then it was Banco Bilbao Vizcaya (BBV) and now it is Banco Español Central de Crédito (BECOC).

One underlining irony is that last autumn those who had thought through the merger process, not least among them the Government and the monetary authorities, had slated Vizcaya to wed Central and Bilbao to join forces with Banesto.

A second irony is that Central's chairman Mr Alfonso Escamez and Banesto's Mr Conde, the two who had raised their voices longest and loudest against mergers, should have opted to come together.

It is said that the dashing 39-year-old Mr Conde won over Mr Escamez, who is 72, by making a quick trip down to Alicante to visit Mr Escamez's ailing mother and present her with flowers. Pundits are less clear as to why Mr Conde, who had spent months calling for "a lot of time" for studies to examine potential synergies in depth, should have so rapidly decided to touch the soft, sentimental core of the crusty central chairman.

A third irony, and a consequence of the earlier ones, is that the merger process, intended as a rational strategy to streamline Spanish banking ahead of 1992, has unleashed a long and extremely costly process, a dual seal of impetuosity and improvisation.

The twists are, in any case, not

yet over for Cartera Central, a joint venture share portfolio company owned by the construction entrepreneurs Alberto Cortina and Alberto Alcocer and by the Kuwait Investment Office, is now buying strongly into Banesto.

The irony here is that Cartera Central, which owns 13 per cent of Central's stock and is, by far, its largest equity holder, was considered hostile by Mr Escamez to the point that, according to some analysts, Central's embattled

**BANK DEPOSITS**

Bank	Pta bn
La Caixa	2,041
Banco Central	2,001
Banesto	1,553
Banco de Bilbao	1,616
Banco Hispano Americano	1,580
Banco de Santander	1,345
Caja de Madrid	1,194
Banco de Vizcaya	1,023
Banco Popular	856
Caja de Barcelona	693

Source: Individual bank statements as at 31.12.87

chairman sought out Mr Conde to protect himself from their raids.

Now Banesto's chairman is facing the same pressure Mr Escamez wanted to avoid but the negotiations are much greater for Mr Cortina and Mr Alcocer, better known as "Los Albertos", have made it clear that their intention is to control the BECC.

None of this extremely fluid situation could have been foreseen by Banco de Bilbao's chairman Mr Jose Angel Sánchez Asiala when he made his bid for Banesto at the end of last year and unwittingly brought Mr Conde to the forefront.

The most thoughtful of all the bank chairmen on the question of

mergers and also the only one to make his ideas public, Mr Sánchez Asiala understood that, among many other synergies, Bilbao's international network, which is small by European standards but the pack leader in the Spanish context, complemented Banesto's deep penetration of the Spanish domestic markets.

Something similar, wedding professionalism to size, was behind the approach that Vizcaya's chairman, Mr Pedro de Toledo, was making early last autumn to Central's Mr Escamez. Also an ideas man and far seeing, Mr de Toledo was more cautious. He quickly grasped Mr Escamez's hands-off message and prudently withdrew leaving his Basque colleague to breach the walls of tradition with the take-over attempt on Banesto.

In the process Mr de Toledo discovered some nasty surprises in his own back yard. The paper manufacturer Torres Hostench, which is KIO's main investment arm in Spain and is the nominal co-partner in Cartera Central's venture with "Los Albertos", had quickly bought up five per cent of Vizcaya's stocks.

It appears that KIO had wind of Vizcaya's discreet overtures to Central, a bank which was already in its acquisitive sights, and wanted a top table seat in the merger. Mr de Toledo managed to buy back from Torres, presenting KIO with a considerable quick profit in the process, only after the Government's economic team signalled to the Kuwaitis that they did not care very much for their raid on the Basque bank.

What Mr Sánchez Asiala had done with his public share offering for Banesto was to break the rules of the game that had

existed down through generations as the presidencies of the big seven passed from insider to insider and even from father to son.

Once broken it is hard for the rules to be re-established. "Los Albertos" and Torres Hostench/KIO in Cartera Central have now no constraints as they attempt to burrow their way into Banesto. The portfolio company issued a sour statement saying it had not been consulted about the

present, can be said for Central and Banesto, which have between them a staggering 4,000 odd branches throughout the length and breadth of Spain.

For the present, all four banks will have their work cut out trying to turn themselves into two. The difficulties look more acute in the case of Banesto and Central, and the three-year schedule that Mr Escamez and Mr Conde have set themselves to create the BECC appears decidedly ambitious.

In some ways the Cinderella of the whole merger party is Banco Hispano Americano which, after a creditable return to profitability, was halfheartedly courted in turn by Central and by Banesto and then spurned without ceremony.

Curiously, it is Hispano of all the big Spanish banks which knows most about mergers because it took on the biggest when it absorbed the ailing Banco Urquijo six years ago. The experience was an agonising one and Hispano has only recently recovered from it.

It is because of this that Hispano has barely concealed its delight at being left alone. They are now embarking on a major strategic plan, knowing that four of their competitors will be spending vast amounts of time, energy and cash turning themselves into two.

Banco Popular, the smallest of the Big Seven and also one of the best managed and profitable, is likewise preaching that small is beautiful. Banco Santander, a somewhat different case because it is closely identified with the Botín family, is not averse to joint ventures in Europe but is also on the sidelines watching the progress of domestic mergers.

Tom Burns



Mr Pedro de Toledo of Banco de Vizcaya



Mr Jose Angel Sánchez Asiala of Banco de Bilbao

The Bilbao-Vizcaya merger

The Basque connection

IT IS essential to book to be sure of a seat on the early morning and the late evening flights between Bilbao and Madrid. The chances are that your neighbours on the 50-minute trip will be executives from the Banco de Bilbao or the Banco de Vizcaya for they live within a foot in each of the two cities and ensure the profitability of the air route that links them.

The top people in Bilbao and Vizcaya have offices in both the Basque city and in the Spanish capital and, even if most of their business is in Madrid, the hearts of nearly all of them is firmly in Bilbao.

When either bank wants to roll out the red carpet, it invites its guests to gargantuan meals in scenic country houses hidden away among Basque valleys and forests and it entertains them

with demonstrations of the area's authentic folk dancing tradition. What distinguishes the two banks from others in Spain and what has positively aided their merger process is that they share a Basque background in general, a Bilbao culture in particular and, very specifically, the ethos of their joint *alma mater*, Bilbao's Jesuit-run University of Deusto Business School.

Some 50 per cent of the middle and senior management at the two banks, including the two chairmen, Mr Jose Angel Sánchez Asiala and Mr Pedro de Toledo, have passed through Deusto's lecture halls. Mr Sánchez Asiala and Mr de Toledo were both, also, on the Deusto faculty staff before turning to banking. It is not essential to be Bilbao-born and Deusto-bred to get on at either of the two banks

but it is quite clearly a plus. Deusto boasts that it is more interested in training business executives than business theorists and that it wants its pupils to identify markets and to evolve products that will sell in them. Absorbing, as they do, so many of the university's star pupils, the two banks have as an article of faith that they are offering good banking services to a national market but both are loath to lose their Basque identity.

It is the pronounced "Basqueness" of the Bilbao-Vizcaya merger that has prompted arched eyebrows in Madrid. Lunchtime gossips have it that "everyone", from the Economy Ministry downwards, is interested in having the two big Madrid banks join forces in order to provide a counterweight to a possible shift in

financial decision making from the capital city to Bilbao. The fears are almost certainly misplaced. Put crudely Bilbao and Vizcaya, together or individually, are much more important to Bilbao than their home town is to them. The Basque Country provides only some 15 per cent of their business, less than do other areas of Spain such as Andalucía, and certainly less than Madrid.

The opposite is more likely to be true in as far as the top management of the unified Banco de Bilbao-Vizcaya will find themselves spending more time in the capital and taking fewer flights to Bilbao. The facilities in the Basque Country, with all their sentimental associations, will however doubtless remain in place and Deusto will continue to be a recruiting ground.

Tom Burns

MUCH OF life in Burgos, the most typically Castilian of Spain's provincial capitals, revolves around the city's two savings banks. Caja de Ahorros Municipal de Burgos and Caja de Ahorros y Monte de Piedad Circulo Catolico Obrero de Burgos. Besides playing a leading role in Burgos' economy, these two medium-sized "cajas" sponsor cultural events, grant scholarships, provide cheap housing, organize holiday trips and, because the church and the city hall are two of their biggest shareholders, participate actively in the city's political and religious activities.

Once charitable institutions that catered to the poor, Spanish savings banks such as El Circulo and La Caja de Burgos have developed deep roots in their home provinces that guarantee them a stable market. Now they are taking advantage of soaring profits to expand their activities and compete directly with commercial banks.

Operating costs are high, primarily because cajas maintain branches throughout sparsely populated rural areas. But by being the first to introduce electronic banking on a large scale, savings banks have reduced costs and strengthened their balance sheets in recent years.

Total pretax profit for the 71 cajas grouped in the Confederación de Spanish Savings Banks (CECA) surged 55 per cent last year, to Pta183bn.

With the magical date of 1992 right around the corner, Spanish savings banks are now gearing themselves up for heightened competition. In addition they are pressing the Government to remove the last remaining limitations on their activities in order to compete with commercial banks on an equal footing.

In 1977 the Government eased restrictions to allow the cajas to compete with commercial banks for the first time ever. But the number of branch offices the cajas can open outside their home provinces is still restricted.

The larger cajas have prepared for a further change in legislation by opening "windows" that offer quasi-banking services in areas where they are barred from taking deposits. These windows will become full branches when current geographical restrictions are lifted.

Attempts to expand are also hamstrung by the lack of capital. Because the cajas are foundations they cannot issue equity. Instead, they finance expansion out of profits. But legislation currently winding through parliament would allow the cajas to increase capital through issues of "participative quotas", which are non-voting shares that pay a dividend.

Despite these limitations, the cajas have steadily increased their share of all Spanish deposits, from about 30 per cent in 1978 to almost 43 per cent today, and have entered new businesses such as insurance.

The strategy that each caja adopts for the challenges of 1992

is likely to be linked to its size. According to a recent CECA report, Spain's 19 medium-sized savings banks, which account for 20 per cent of total assets in the sector, consistently outperform the other 16 large and 42 small cajas by posting higher profits and lower costs.

In terms of profit per employee, the Caja de Burgos, number 30 in Spain by deposits, is ranked first, while the Circulo de Burgos, number 39 by deposits, is ranked second.

Spain's largest savings bank, La Caja de Pensiones Para La Vejez y de Ahorros de Catalunya y Baleares, or La Caixa, bucked the trend towards bank mergers by agreeing in May to acquire two small French banks as the first step towards building up a presence abroad before 1993. Last year, it took over the Caja Rural de Talavera and, in conjunction with the Caja de Madrid, absorbed the Caja Rural de Cantabria and the Caja Rural de Valencia.

La Caixa is Spain's largest institution by deposits after the two newly formed banking giants, Banco Español Central de Crédito and Banco Bilbao-Vizcaya. With deposits of Pta 2,048trillion (million million) La Caixa outranked all the Spanish commercial banks before merger fever swept the sector earlier this year.

Other large savings banks are expected to seek foreign links and to snap up ailing rural cooperatives, known as cajas rurales.

Louise Santos

Provincial savings banks Gearing up to compete on an equal footing

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FINANCIAL HIGHLIGHTS FOR THE YEAR ENDED 31st DECEMBER 1987

	In Millions of Spanish Ptas.		
	1987	1986	Δ %
TOTAL ASSETS (Net of contra accounts)	546,777	505,415	+ 8.18
TOTAL DEPOSITS	467,162	425,540	+ 9.78
TOTAL LOANS (Net of provisions for bad Loans)	238,884	200,930	+18.89
OWN RESOURCES (before distribution of profits)	20,504	17,787	+15.21
SUBORDINATED DEBT	5,000	5,000	+ 0.00
NET INCOME BEFORE TAXES	4,895	4,379	+11.78
GENERATED CASH-FLOW	12,295	12,781	- 3.80

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**SPANISH BANKING 3**

Profile: Mr Mariano Rubio, Governor of the Bank of Spain

**Spain's disciple of the DM zone**

PROBABLY NOWHERE else in Europe is the chairman of the central bank such a household name as is Mr Mariano Rubio, the Governor of the Bank of Spain.

In part, the general fascination with Mr Rubio has to do with the manner in which his haughty, academic demeanour stands out in a society that laughs easily and acts on impulses. In part, too, it reflects the general awe that surrounds his job. In a nation long used to bureaucracy and obsessed with the civil service, the *Gobernador del Banco de España* is a pro-consul who is close to having ministerial rank.

There are, however, specific reasons why Mr Rubio has remained in the public eye during his tenure of office and that accounts for the interest aroused by his possible reappointment when his five-year mandate expires in July.

Looking backwards, there is the perception that he has been more responsible than anyone for imposing and implementing strict monetarist orthodoxy at a time when a Socialist Government held an unassailable majority in parliament.

Taking the immediate present, in the midst of the current fluid situation of the private banking

sector, there is heightened interest over the role that the Bank of Spain can and is playing in the reorganisation of Spain's financial system.

Looking forwards, there is the belief that another five years of Mr Rubio will have Spain sooner rather than later entrenched in the European Monetary System.

When Mr Rubio delivered a lecture earlier this year at the prestigious Madrid Debating Forum, the audience included the entire banking establishment and all the upper echelons of the Spanish Treasury and Economy Ministries. What they heard was an exhaustive exposé of why the peseta should come under the discipline of the DM zone.

It was not immediately obvious whether Mr Rubio was taking an initiative of his own, something that given the power attached to the Bank of Spain governorship and his own personality, he was quite capable of doing, or whether he was launching a trial balloon on behalf of the Government.

The issue soon ceased to matter since it became increasingly apparent in the succeeding weeks that the Prime Minister and the Cabinet had taken the idea of EMS membership aboard. Officials have ceased to talk about

the virtues of the system for Spain and now refer to the timing of when Spain should join.

What was interesting was the manner in which the Governor of the Bank of Spain adopted a platform that had little to do with immediate currency and economic considerations and which in contrast rested almost entirely on considerations that more properly belong to politicians.

Thus he laboured the point that if Spain wished to "participate fully in the process of Community integration, in the formation and development of a great EC interior market, then we will also have to fully incorporate ourselves to the system of progressive monetary integration."

Oddly, for a member of governors of national banks elite, Mr Rubio chastised his peers at the Bundesbank for their original reticence to the EMS initiative and praised the vision of Mr Helmut Schmidt and Valery Giscard d'Estaing who had shown that "the construction of Europe can only come from a political leadership that goes beyond the technical difficulties in which national bureaucracies often lose themselves."

The Bank of Spain governor took a broadbrush view of contemporary domestic economic

development. In the shorthand adopted by politicians, he argued the conventional theory that in the post-war period the Spanish economy had always responded well to external stimuli and had progressively benefitted from an ever closer relationship with Europe.

The bottom line of the thesis is that the loss of liberty over the domestic political economy implied in integration is more than counterbalanced by the consequent development of the economy. Mr Rubio wholesomely subscribed to this conclusion: "the Spanish economy has shown its greatest dynamism precisely at those times when the political economy has been able to move within the framework of financial discipline and stability."

The political pitch which Mr Rubio chose to make his plea for the EMS is neither out of character with the man nor the job. More than elsewhere the Central Bank in Spain is at the centre of the Government's decision-making process; it has been the chief instrument chosen by the executive for overhauling the country and bringing it in line with Europe. Under Mr Rubio's stewardship, the impact of the bank has been even more noticeable,

since money supply and interest rates became the chosen strategy and mechanism to cope with inflation. The central bank necessarily became intimately involved with the targets that the Government set itself and then was charged with ensuring that they were met.

The long arm of the Bank of Spain has also been felt in the private banking sector. This is not in itself new, for the bank has traditionally been able to act as an arbiter through the leverage it is able to exert under the system of *coeficientes*. Lately, however, the institution has become increasingly vocal in expressing its concern over the shape of Spanish banks after 1992 and has immersed itself in the task of encouraging the bank merger process.

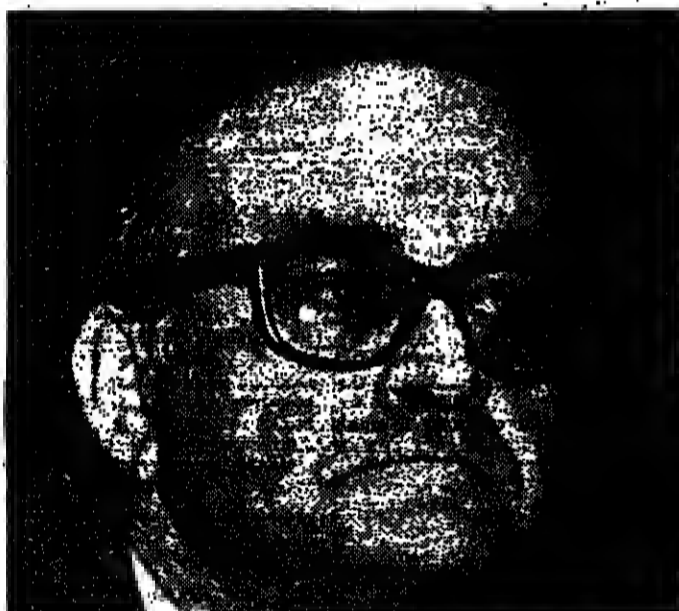
Mr Rubio's term as governor finishes at the end of next month. The likelihood is that Prime Minister Felipe Gonzalez will award him a second term. Should the premier do so it will be as much in recognition of past services as in anticipation of those to come as Europe tackles the issues of closer financial unity and a central EC bank.



Tom Burns Mr Mariano Rubio: will have Spain sooner rather than later entrenched in the EMS

Profile: Professor Luis Angel Rojo

**El Banco's academic**



ONE OF the paradoxes of Spain is that there is a good economic performance and yet a low level of economic debate.

There is a consensus that the absence of high degree discussion is due to the fact that there is only one theory and policy centre that is respected and powerful. Elsewhere there is the Treasury, the Central Bank and a handful of prestigious universities and research institutes but in Spain only *El Banco* is meaningful.

The fact that the performance is good has a great deal to do with the presence at *El Banco* of an academic who is viewed as something of a guru: Professor Luis Angel Rojo, the Bank of Spain's chief of research.

Professor Rojo's reputation is awesome both in the public and the private sector and the claims made for him by his numerous highly-placed supporters are immense.

It is said that if Spain has built up a strong currency and had coped with inflation and has managed to maintain a current account surplus in the aftermath of joining the EC, it is essentially because Professor Rojo holds the Chair of Economic Theory at Madrid University and has, for more than a decade, been running the Bank of Spain's studies centre.

His contribution is twofold. On the theoretical front, he has created an awareness about austerity and monetary management among a generation of economists who passed through his seminars and lecture pro-

grammes and subsequently rose fast through the administration.

On the practical front, he has provided the ammunition that politicians required by building up the data and studies facilities of the Bank of Spain, as well as the professionalism and motivation of the institution's 30-odd researchers. Statistics and forecasts are in short supply in Spain and the Bank of Spain goes a long way in filling the gap.

The actual invention of economic theories is not particularly useful in a society such as Spain's while the application of solid economic theory is crucial. In this respect economy ministers discovered the advantages of having Professor Rojo at their elbow when they faced the task of persuading cabinet colleagues to accept stringently severe policies.

"Had it not been for Rojo, there would certainly have been errors when the Socialists came to power in 1982," said a senior private sector financial analyst who previously worked under the professor at the university and at the Bank of Spain.

Unfortunately, since the Socialist arrival in power, strict guidelines have been enforced over dual posts in the administration and Professor Rojo has had to take an extended leave of absence from his university chair in order to maintain his position in the Bank of Spain. His absence from the campus has been sorely missed.

Tom Burns

**No escape**

Continued from page 1.

1982, the sharp increases in fiscal debt (it runs at anything between 3.5 per cent and 8 per cent of gross domestic product, depending on what State spending is included) have been an even more important spur to the growth of some markets than the arrival of foreign banks.

The Spanish primary bond market, for instance, totalled some Pta7,675bn last year, with State issues, including Treasury bills, accounting for Pta7,140bn. In 1982, the State issued bonds worth just Pta462bn and the entire primary market was worth only Pta1,023bn.

That level of State spending continues to be the only real

cloud on Spain's medium term economic horizon. It inflates the currency. The Government claims to have the situation under control but this is mostly because it has stumbled across a tax windfall, with receipts climbing some 15 per cent this year and not merely 3 per cent as expected.

Nevertheless, the economy seems likely to grow well beyond the 4 per cent predicted this year and exports have been holding up surprisingly well given the new strength of the peseta. Spain is in a grand mood, which makes it that much more difficult to walk away from a three-hour lunch.

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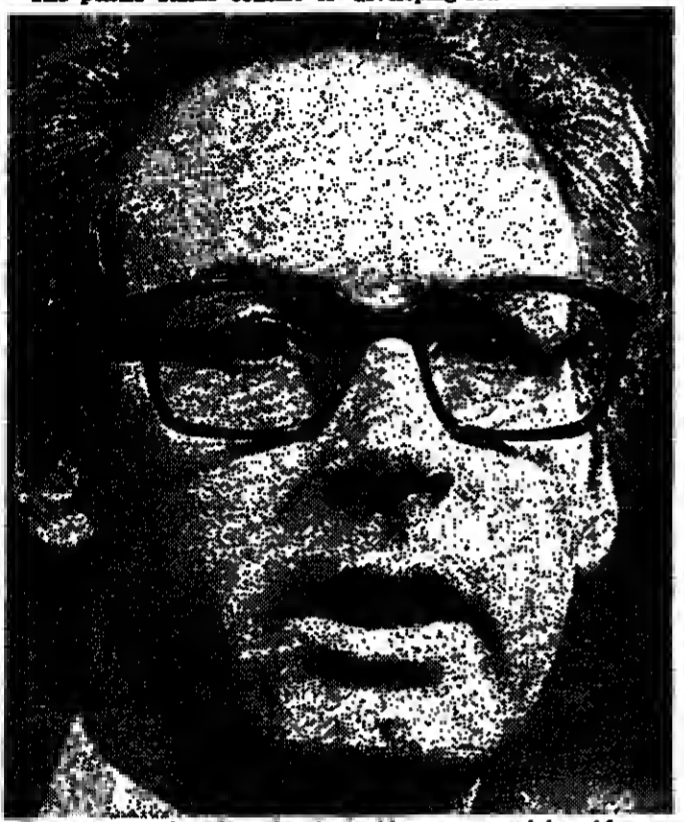
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SPANISH BANKING 4

Diana Smith explains the new environment facing state banks

Learning to live without 'coeficientes'

MADRID, CITY of state bank buildings, is the city of state bank headquarters that are now gravely pondering their ways and means. For years these august institutions drew their lifeblood from the banking system in the form of coeficientes - compulsory ratios of banks' assets passed (grudgingly) via the Treasury to state banks.



Miguel Boyer of BEE: having to tackle some special problems

AT BEE's grandiose head office in the Calle San Jeronimo, the sprightly chairman, Mr Miguel Boyer, a renowned former Economy Minister, is having to tackle some special problems: dwindling official export credit, a heavy exposure to Latin American debt,

Government expects them to be more self-sufficient and flexible

and the need to offset these by building up full commercial services. Official credit for capital goods exports has, he says, plummeted from a peak of Pta 620bn, and by 1992 may be only Pta 250bn. Since this credit covers mainly exports to Latin America, the BEE is bearing 45 per cent of the Spanish banking system's country risk; and in 10 years it must increase provisions by 90 per cent, by diversions from a cash flow which totalled Pta44bn(\$400m) in 1987.

The answer, says Mr Boyer, is a vigorous streamlining of its domestic banking operations, wooing of savings and corporate finance, the marketing of tailored packages such as pension schemes, portfolio management and insurance, and the introduction of greater efficiency in the bank's branches and its offshoots abroad.

The BEE's hybrid status as official export financier and large banking group sets it apart from the four ICO state banks. The latter are, inevitably in the current climate, the subject of speculation about their future relationship. Will they blur the frontiers between them so much that they merge - as large private banks are beginning to?

This remains to be seen. But it is being noted that, outside Madrid, ICO group banks are testing two integrated operations and compatible data systems under the same office roof; not quite a merger into a mega multi-purpose public bank, but certainly a trial run for joint operations.

Meanwhile, in response to the Government pressure to be more self-sufficient, the ICO group last year reduced its dependence on Treasury funds to 33.4 per cent of the total. It plans to wean itself off Treasury funds altogether by 1991, and has so far increased funds taken on the market by Pta51bn(\$500m) to 30.7 per cent of total needs.

Last year, 27 per cent of total funds were its own resources, increasing pre-tax profit 66 per cent to Pta39.4bn(\$350m) against Pta23.6bn in 1986. The 1987 pre-tax cash flow rose to Pta68.6bn. Credit rose 23 per cent to Pta56.6bn(\$500m).

Within the group, Banco Hipotecario de Espana (BHE), the mortgage bank, is facing a "torrent" of demand for mortgages from higher earning young people and for second homes, according to its chairman, Mr Julio Rodriguez.

And with Treasury funds shrinking, he stresses that the market place, is now a vital source of finance for the BEE. Mortgage bonds were pioneered by BHE in 1982, and a new Home Savings account, which pays 8.5 per cent

interest to young savers who may use the funds after 4 years to secure a mortgage, brought in Pta5bn in the first six months.

The BHE has 750,000 mortgages on its books and, in 1986, it boasted a 77 per cent share of the market for mortgages on free market housing. An intensive marketing drive produced a 153 per cent increase in deposits in 1987, and 15 per cent increase in mortgage bonds. Self-generated cash flow grew over the year by 48.5 per cent to Pta22.4bn.

But now tough competition has arrived in the form of British's Abbey National Building Society whose UK mortgage portfolio is larger than Spain's entire mortgage business. The British group introduced itself to Spain with a splashy 25 year mortgage with interest a half a per cent or so lower than local lenders - an omen of 1989's no holds barred EC competition.

Less vulnerable to competition, although no longer sole master of its patch, is the Banco de Credito Local (BCL), main source of cheap financing for local authorities.

Keeping abreast of demanding times BCL, under the chairmanship of Mr Andres Garcia, has

The answer is a vigorous streamlining of domestic operations

diversified sources of financing, placing bonds and raising deposits, and relying less on the Treasury which now covers only 66 per cent of its funds, compared with 90 per cent in the early 1980s.

A small bank, with only one branch and 287 employees, but proud of its speed in assessing and granting finance, BCL granted credit of Pta537bn in 1987 and had a pre-tax profit of Pta12.6bn. BCL's low interest investment loans still have some competitive edge over those offered by private banks which are seeking increasingly to lead to cities like Madrid and Barcelona. The bank co-finances projects with the European Investment Bank, whose global loans it has passed on for some years.

ers and streamlining, where thousands of bank jobs are in jeopardy, the CCOO, UGT and FITC know they cannot promise miracles. They are sweating to get this message across to the rank and file, with mixed success. One of Europe's most over-banked systems (18,000 branches)

Banks for decades used clerks, not specialists

2,300 people per branch compared with 5,500 in France and 9,500 in West Germany) due to the Franco regime's drive to capture savings, though not necessarily to offer good service. With banks open to customers until 5 pm, January to June and October to February, in summer banks will close at 3 pm. The 25 per cent of staff who work late four days a week will not work Saturdays when banks are open until 3 pm.

Longer hours have been the dream of Spanish bankers for seven years and, as well as the split week structure, the AEB and the unions agreed on retrospective wage rises for 1987 and rises for 1988 and 1989 that are 2 per cent above inflation.

Many workers wanted more. In February they displayed union leaders and frustrated the AEB by rejecting painstakingly-negotiated terms by a narrow margin of votes. A small improvement in wage rises was secured and the pact was signed with no further referendum.

In today's wave of bank merg-

Tom Burns on two new key players in Spanish banking



Alberto Cortina (left) and Alberto Alcocer (right): class leaders of the new boys

Los Albertos storm the citadels

ALBERTO CORTINA, 42, and Alberto Alcocer, 43, are cousins, are married to two sisters, are joint chairmen of their mutual firm business empire and have both acquired the habit of using the set phrase "my cousin and I have decided" when they are issuing instructions to aides.

They have adjoining offices that are almost identically decorated, adjoining flats in Madrid and adjoining estates in the west of Spain where they spend their weekend shooting and playing cards. Inevitably, they are known as los Albertos.

Together with their acquaintance-turned-friend, Mr Mario Conde, the youthful new chairman of Banesto, los Albertos are the class leaders of the new boys who in a matter of months have stormed the citadels of Spanish banking and prompted talk of a generational takeover.

The analogy with Mr Conde concerns strategy. Like their peer, los Albertos first made a business fortune, then bought a strong equity in a large bank and then set about reorganising their new asset. The difference between the two is that the Banesto chairman is a hands-on

executive who hugs the limelight, while the two cousins are very rarely photographed and have become experts at delegating.

los Albertos consolidated at the start of this year a 12.49 per cent shareholding in Banco Central, the largest shareholding in what, until the Bilbao-Vizcaya merger, was Spain's biggest bank. The equity is owned by a joint venture company called Cartera Central, which is controlled by the two cousins and which groups the flagship of their empire, the construction company, Construcciones y Contratas (Conycon), SGM Securities, the Swiss subsidiary of the Kuwait Investment Office and KIO-owned Spanish paper manufacturer Torres Hostench.

Conycon was a small company that was inherited by the wives of the two cousins. The two sisters, orphaned as teenagers, were taken under the wing of Mr Ramon Areces, the owner of the Cortie Ingles department store chain who was a close friend of their family, and he, in turn, set their husbands to work in Conycon, teaching them the virtues of a low profile and self-financing

in the process.

After considerable resistance from Central's 74-year-old chairman, Mr Alfonso Ecamaz, who was outraged by the raid launched by people he considered non-bankers, Cartera Central finally placed on the bank's board Mr Romaldo Garcia-Ambrosio, a contemporary of los Albertos and their trusted banking executive.

Mr Garcia-Ambrosio had been hand-picked by the two cousins to turn around Banco Zaragozano, Spain's 12th largest bank, in which they have a 30 per cent stake. Later they persuaded Mr Jose Ramon Alvarez Rendueles, the former Governor of the Bank of Spain, to accept the chairmanship of Zaragozano.

The fact that Mr Alvarez Rendueles took the Zaragozano job two years ago, at a time when he was widely tipped to succeed Mr Ecamaz in Banco Central, has helped fuel comment on the long term aims that los Albertos harbour about Spain's number two bank.

Although they themselves hide from the public eye, the two cousins have a highly visible shining beacon of their might

and wealth in the 45-storey Torre Europa that Conycon is putting up in north Madrid and which, three-quarters finished, dwarfs every other building in the capital. As well as building the high-rise, which is already worth some \$500m, los Albertos have a 47 per cent stake in the cement company Portland Valderivas which in turn owns 80 per cent of Torre Europa.

Well entrenched in construction, services, cement and real estate and with powerful international partners (in addition to KIO, the cousins also own 10 per cent of Cofir, Mr Carlos de Benedetti's investment arm in Spain), los Albertos look certain to emerge as key players in Spanish banking.

Bank pay and conditions

Radical pact introduces the split week and longer hours

It TOOK five difficult years to fashion a three-year pact between the Association of Spanish Banks (AEB), representing management, and the three major bankworkers' unions belonging to the Comisiones Obreras (CCOO), Union General de Trabajadores (UGT), and Federacion Independiente de Trabajadores de Credito (FITC) who, together, represent just 15 per cent of Spain's 185,000 bank workers.

The pact, which was signed last month, is radically innovative, and its long, laborious negotiation reflects the distance that Spain, its banks and labour relations have come.

The pact introduces the "split week" - longer banking hours from Monday to Thursday, when 25 per cent of banks staffed by 25 per cent of employees will stay open to customers until 5 pm, January to June and October to February, in summer banks will close at 3 pm. The 25 per cent of staff who work late four days a week will not work Saturdays when banks are open until 3 pm.

Longer hours have been the dream of Spanish bankers for seven years and, as well as the split week structure, the AEB and the unions agreed on retrospective wage rises for 1987 and rises for 1988 and 1989 that are 2 per cent above inflation.

Many workers wanted more. In February they displayed union leaders and frustrated the AEB by rejecting painstakingly-negotiated terms by a narrow margin of votes. A small improvement in wage rises was secured and the pact was signed with no further referendum.

In today's wave of bank merg-

ers and streamlining, where thousands of bank jobs are in jeopardy, the CCOO, UGT and FITC know they cannot promise miracles. They are sweating to get this message across to the rank and file, with mixed success.

One of Europe's most over-banked systems (18,000 branches) Banks for decades used clerks, not specialists

2,300 people per branch compared with 5,500 in France and 9,500 in West Germany) due to the Franco regime's drive to capture savings, though not necessarily to offer good service. With banks open to customers until 5 pm, January to June and October to February, in summer banks will close at 3 pm. The 25 per cent of staff who work late four days a week will not work Saturdays when banks are open until 3 pm.

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up-to-date skills and management techniques, and secure better promotions. Banks should use people better and more imaginatively, rather than see them as candidates for redundancy, says Ms Paredes. She insists the unions would back fully-fledged bank training schemes aimed at specialisation, as opposed to perfunctory instruction in the use of a computer. "Bank workers should be taught a career, breaking the old clerical mould," Ms Paredes insists.

Mr Santiago Barriocanal, Secretary of the Independent FITC, which he describes as a non-political, strictly professional union, also considers training of the greatest importance. Banks must recycle their labour, he stresses, rather than replace them with outsiders. Most banks until now have sought the easiest solution - the quick pay-off. The "split week" and the pact to Mr Barriocanal is something of a landmark, the start of a new more far-reaching approach to labour relations.

Just as management in the past has been introverted and conservative, unions have been politicised and regarded with some scepticism. In Mr Barriocanal's view, the bank workers' unions have had difficulty penetrating the system, not just because the banks were large and fortress-like but because bank workers tended to go their own way.

The first big merger, between Banco de Bilbao and Banco de Vizcaya, is a testing ground for the unions. The two banks employed 34,000 people between them: 20 per cent may lose their jobs. Where there is job and branch duplication, Bilbao-Vizcaya will provide training schemes so staff can be redeployed.

Nevertheless, a loss of some 6,500 jobs is a cold wind whistling through the system, and probably only the first of such blasts, if other large banking groups join forces in the future. The unions are trying to stave off frostbite.

Diana Smith

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FINANCIAL TIMES

**SPANISH BANKING 5**

Stock markets face a series of major legislative reforms

**A watershed year**

"EVERYTHING IS going to change now," said one well-placed Madrid *agente de cambio y bolsa*, the entrenched stockbroking fraternity of the Spanish capital. "The reform is really quite dramatic because neither I nor any other *agente* was treated to be a businessman."

He was referring specifically to the introduction of the new Capital Markets Bill, *Ley de Mercado de Capitales*, in February this year but he was missing, also, about a whole series of other developments.

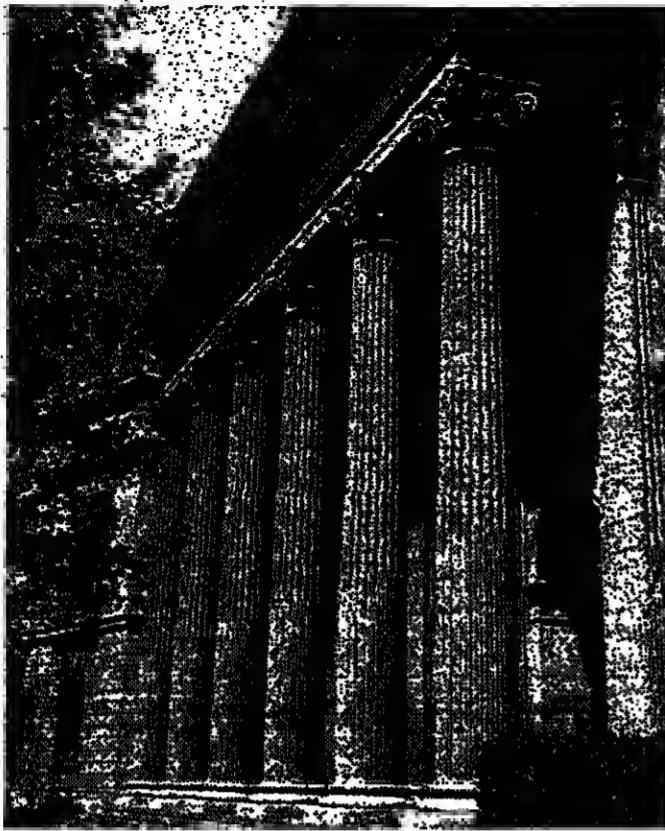
The Capital Markets Bill this year is one earthquake rumbling its way into the Spanish *bolso* and the *agente* are going to feel the tremors more than anyone else as their cosy protective walls are knocked away. But the bill is by no means the only catalyst of change in what looks like being a watershed year.

A second package of legislation in April concerning corporate law will prove no less of a shake-up. Known as the *Nueva Ley de Sociedades Anónimas*, this bill (overhaul) codified legislation that had been in existence since 1951 and, as in the case of the capital markets law, the underlying philosophy is to introduce to the Spanish business world the same rules of the game that apply in the European Community. Major government directives are, however, only part of the general watershed scenario. In the final analysis it is the market itself which is setting the pace of its own facilitation. This year whole new prospects are opening up in the *bolso* by way of public company privatisations and private company mergers that in themselves will add a new dimension to the Spanish markets.

To measure the speed and scope of the change one has only to go back to the attempted takeover bid at the end of last year by Banco de Bilbao for Banco Español de Crédito (Banesto). That bid failed because it was thwarted by the Madrid *agente* on technicalities, because it was restricted by existing corporate law limitations and because the market was simply not ready for such bold innovations.

None of these three hurdles potentially exist now barely six months later. The Madrid stockbroking community can no longer exert such pressure, the Companies Act paves the way for entirely different takeover strategies and the market itself now days positively purrs with delight at the mere talk of mergers.

The capital markets law contains several important innovations. At one level it links the markets of Madrid, Barcelona, Bilbao and Valencia by computer, establishing continuous and simultaneous trading, and it creates an electronic book-keep-



The Madrid Stock Exchange

ing system for automatic settlements to replace the present physical transfer of share ownership.

At another level, it profoundly alters the current status of the *agente* by sponsoring brokerage houses and dealerships and by introducing a watchdog body, called the National Capital Market Commission, which is modelled on the US Securities and Exchange Commission.

The new market firms will, during a transition phase to 1992, remain largely the preserve of the *agente* under the terms of the legislation. These, who up to now have combined the roles of broker and of public notary for floor transactions have, in effect, to choose which of the two roles they wish to play.

The *agente* willing to act as businessmen and prepared to lay out capital and take risks will form the core of the new market firms. Start up costs, installing computer systems and training personnel, could be in the Pta 200-250m range. Those who prefer not to test such expensive and untested waters—can opt to become full-time *agente*s. *Corredores de Comercio*, taking their percentage from banking and financial transactions.

In 1990, Spanish and EC banks, portfolio management and investment companies will be able to

acquire 30 per cent of the new market firms and the following year this proportion is upped to 50 per cent. In 1992 there will be open access to the market for all. For the *agente* who have been conscientiously preparing for the new legislation, the writing on the wall is fairly clear. There are unlikely to be more than a dozen market firms, the majority of these will have to look to partnerships and most of the new firms will be international ones.

The companies law introduced in a draft version in April, contains a number of provisions that will have a very direct effect on the Spanish markets, by opening possibilities for equity tools that are in general use virtually everywhere but in Spain. A key provision is one that allows companies for the first time to issue non-voting shares. This had been specifically banned under the existing, 1951, legislation which referred to the "inalienable right" of shareholders to vote—a somewhat ironic reference since, in what Gen. Franco days, Spaniards had extremely limited political rights and were denied democratic elections.

The provision at one level casts a new light on merger and acquisition strategies and at another, by guaranteeing a minimum dividend for non-voting shareholders, should help attract international

investitions to the Spanish markets.

In a second important novelty, the draft law abolishes a cumbersome practice whereby existing shareholders have preferential rights to all new issues. This will clearly introduce far greater flexibility in takeover situations by enabling companies facing hostilities, to quickly call on white knight allies. In a further defensive weapon, the draft bill introduces redeemable shares for the first time into Spanish corporate legislation.

The companies law also clears up the grey areas of corporate and market practise in Spain which have often mystified non-Spaniards. Thus it legalises the *inspector* or company share portfolio which was in theory banned although it was widely practised by the loophole device of subsidiary companies. It also forces all companies with more than Pta 500m worth of sales to carry out an annual audit which will be filed at a central companies register.

Previously only quoted companies or those about to issue more than Pta 10m worth of bonds were under a legal obligation to submit themselves to independent auditing. There will, in consequence, be a very sharp rise indeed in the auditing business in Spain and there will, more importantly, be a totally new transparency which should wet the appetites of ambitious raiders.

What brokers still find lacking is a reform of the fiscal conditions which severely penalise those considering investing or seeking to raise equity, by adding capital gains to personal income and taxing them together. Death duties on share portfolios are another disincentive.

There is however a consensus that much has been done in a short space of time to bring the Spanish markets in line with sophisticated financial centres.

There is also the shared view that this has been done at the right time, the fundamentals in Spain continue to look appealingly rosy and there is more excitement on the Spanish floor than there has been possibly at any time since the introduction of the railroads in the 19th century. There is also the shared view that this has been done at the right time, the fundamentals in Spain continue to look appealingly rosy and there is more excitement on the Spanish floor than there has been possibly at any time since the introduction of the railroads in the 19th century.

The provision at one level casts a new light on merger and acquisition strategies and at another, by guaranteeing a minimum dividend for non-voting shareholders, should help attract international

Tom Burns



The new dealing room at Bank of America's Madrid offices

**Foreign banks**

**Moratorium halts the inrush**

SPAIN IS proving a popular market for foreign banks—almost too popular in the eyes of the Bank of Spain which has had to take steps to stop the inflow.

With 40 foreign banks now holding licences, and many of them running substantial retail networks around the country, the central bank has stopped issuing new licences to foreigners for the time being, except in one or two exceptional cases. (An Italian and a Danish bank have been admitted for reciprocity reasons). It has also asked Spanish banks not to sell any of their existing banking subsidiaries to foreign interests, a request which they are naturally respecting.

This is not a hostile reaction by Spain which is making a big effort to be hospitable to foreign business (the moratorium will, anyway, have to be ended under EC regulations once the unified market comes into effect in the 1990s). It reflects the authorities' view that Spain needs time to digest the foreign inrush, particularly now that the entire Spanish banking industry is in the throes of change.

The inrush started in the early 1980s when several foreign banks such as Barclays, Chase Manhattan, BNP and Citibank were allowed to buy ailing Spanish banks as an *entrée* into the market. Their branch networks now amount to about 100 each.

More recently, NatWest of the UK has expanded its joint venture with Grupo March. Banco NatWest-March to include Banco de Asturias which will increase its network from 95 to 160 branches. This was only permitted by the Bank of Spain because NatWest will, in the process, reduce its stake in the joint venture from 49 to 47 per cent.

The high profitability and relative fragmentation of the Spanish market is what makes it attractive to foreigners. Newcomers like Barclays and Citibank have also led the way in offering high interest deposit accounts since the deregulation of interest rates last year. But despite these expectations, the banks' experiences have varied widely. Last year, for example, Banco Atlantico, which is 70 per cent owned by Arab Banking Corp of Bahrain ranked 16th in the country's profitability league, and Barclays was only two places lower at 18.

Among foreign banks which only have branches in Spain, several were also highly profitable, notably Manufacturers Hanover which has a long tradition of successful business in Spain. Other notable profit makers were Morgan Guaranty and Bank of America.

But several foreign banks incurred losses. These included

Citibank (which registered its loss despite selling its Madrid headquarters), Mitsubishi Bank, Banque Bruxelles Lambert, Chase Manhattan, and Lloyds Bank.

Aside from high operating and clean-up costs, the big source of losses last year was interest rates. In the middle of the year the Bank of Spain embarked on a sudden tightening of monetary policy which sent money rates soaring very rapidly.

This hurt foreigners in two ways. Many of them had, with the authorities' encouragement, been investing in government stock, only to see values plummet. The incident is now seared deep in bankers' minds, and many of them admit to feelings of resentment.

Soaring rates also put a squeeze on foreign bankers who needed to finance the bulk of their lending in the money markets. Unlike the Spanish bankers who enjoy a large endowment of cost-free retail deposits and therefore see high margins at times of high rates, the foreigners find their margins sharply reduced.

The arrival of the foreign banks has coincided with a period of rapid modernisation of the Spanish financial system. The growth of the money markets and new instruments like commercial paper have been

quite useful for foreign banks who can import their expertise. Many banks have also seen opportunities in the investment and merchant banking area which is ill-supplied by Spanish banks despite the great potential for deal-making which is thought to exist. However this area has so far proved disappointing and there are now rumours that some foreign banks may cease this activity.

Although the direct activities of foreign banks are most closely chronicled, their indirect involvement in the Spanish market is growing also. An increasing number of foreign banks own stakes in Spanish banks. Deutsche Bank, for example, has 34 per cent of the Barcelona-based Banco Comercial Transatlantico, and is seeking more. Commerzbank owns 10 per cent of Banco Hispano Americano, and Cariplo, Italy's largest savings bank, may be about to take a sizeable stake in Banco Santander.

Whether these holdings contain the seeds of future acquisitions or associations as the integrated market evolves, time will tell. But it all confirms that the Spanish domestic banking industry is one of the most exposed to foreign interest in the EC.

David Lascelles  
Banking Editor

**Profile: Asesores Bursátiles**

**High fliers find a US partner**

STARTING SMALL, with a robust will to become as big as oaks that grow from little acorns is becoming a habit in Spain's brisk market.

Madrid bustles with smart, tough young people intent on making it as capital or money market brokers and dealers, asset managers or financial engineers, or analysts. A few have made such a quick name that they are attracting glossy international capital in search of a Spanish partner.

Take Asesores Bursátiles (AB), founded in 1984 by three young high fliers, Salvador García Atance, Pedro Guerrero and Ignacio Garralda.

Members of the young professional elite—Mr Atance, President of AB, an MBA from the US Northwestern University, former economist in a government think tank; Mr Guerrero, a bank vice-chairman's son, Stock Exchange member and former government attorney; and Mr Garralda, public notary, member of the Stock Exchange and son of a director of that Exchange—AB's founders, gambled on the expansion of the Spanish market with the flip of EC membership.

Lacking the financial capacity to be brokers for hordes of small clients, they set themselves up as analysts then developed into a funnel for foreign institutional

investors. At the time they started up, foreign investors were starting to discover Spain. The three partners, with three helpers and a computer, worked out of Pedro Guerrero's small, cramped office in the Calle Villanueva. They did not wait for clients to come to them; they travelled and marketed themselves abroad.

By 1987 they were serving 500 institutions and 23 per cent of foreign portfolio investment was passing through AB, much of it from the United Kingdom, that channel for US investment in EC countries.

AB's profits leapt from Pta450m in 1986, to Pta1.48m in 1987, year of the wild stock market. Through them, Pta430bn flowed onto the market, 80 per cent of it from foreign investors, plus Pta300bn in fixed income paper. Were that not enough, the firm which took on five new partners and more staff to cope with the flood did Pta70bn-worth of financial engineering.

In 1988 Asesores Bursátiles have come a long way from their six-people-and-a-computer era: 53 eager young people now labour on two floors of a marble-hallded edifice sandwiched between the lofty Stock Exchange and the stately Hotel Ritz, not the highest-tech Spain can provide.

And now AB has moved into an even bigger league, after acquisition in March of 30 per cent of its capital by the huge American International Group (AIG), which plans to invest \$100m in Spain in the next two years.

It all started when Allico, the American Life Insurance Company run by AIG, the insurance giant, became AB's client. They liked the way the ambitious Madrid firm handled its business, and started wooing it about the same time other large international groups had the same idea. AB succumbed to AIG because of its vast resources, about \$28bn, and willingness to let the young Spaniards stay independent. They did not want to be devoured and depersonalised by an international group.

The new partnership means many future joint ventures in financial engineering, asset management, mutual funds, pension scheme management, wholesale insurance brokerage, venture capital and mortgage companies, and even a sidestep into Portugal and an investment company in association with Montepio Geral, Portugal's largest mutual savings bank.

The partnership is the AIG's first venture into Spain's financial market industry, a firm stepping stone to the 1992 wide-open European market. It is AB's stepping stone to eyeball-to-eyeball competition with big brokers—heady stuff for a firm with an average partner-employee age of 30 (no one over 40) and not even four years of history.

Diana Smith



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**SPANISH BANKING 6**

Profile: Lloyds in Spain

**New face for old hand**

THE BLACK horse trademark had been in Spain for some time but at the beginning of this year it suddenly accompanied Lloyds Bank, which is unpronounceable in Spanish, on advertisements and cheque books, instead of the exotic-sounding, but familiar, title of *Banco de Londres y América del Sur*.

As Spain became one of the last batch of countries where the Bank of London and South America flag was lowered in favour of the name of the parent institution (neighbouring Portugal had switched four years earlier), this grandfather among the foreign banks in Iberia was gearing itself up to meet the challenges of 1992 deregulation.

Lloyds in Spain is in a more comfortable position than its British high street rivals because it is able to plan its business on its own and in its own time.

In order to gain a foothold in the country over the last decade NatWest has opted for a joint venture with a Spanish partner while Barclays has stepped into the trickier waters of buying an ailing Spanish bank. Lloyds, in contrast, can trace its ancestry in Spain back to 1916 when the then Anglo South American bank, the future BOLSA, first opened up for business in Madrid.

The long track record and the

years during which it was a member of a privileged group of just four foreign banks operating in Spain, and the only British one at that, has allowed Lloyds to attract what most would view as an enviable quality customer and this has formed the basis of its Spanish strategy.

**'The change from Banco de Londres is not so much a change of image but clarification of the existing one'**

The change from Banco de Londres to Lloyds is not, in the view of the bank, so much a change of image as a clarification of the existing one. The upmarket corporate and private customer that the bank had on its books in Spain was attracted principally by the Lloyds connection.

When the switch from Bank of London and South America finally took place, the institution

had already mapped out the main lines of its strategy in Spain. A cautious growth has begun in 1984 to create a present network of just 23 branches.

The expansion included the opening of two branches in Marbella to serve high-net worth expatriates and the real estate companies, of three in export-oriented Valencia, which is one of the country's fastest growing areas, and of several more in the foreign-dominated business and residential areas of Madrid to bring up its branch network in the capital to eight.

Lloyds appears satisfied with a low-key exposure that contrasts with the aggressive promotion of Barclays and which now has close on 100 branches in Spain. Certainly there is no attempt to take on the Spanish clearing banks and when it comes to foreigners in Spain it prefers residents to tourists.

The emphasis is on modern and sophisticated products, tailor made to selected clients. Amidst talk of a wide-open market for European banks in Spain after 1992, Lloyds, with its long acquaintance of the Spanish domestic market, has chosen to lower its sights and train its aim more finely.

Tom Burns

Spaniards are spending more on their homes, transport, durables and, above all, cars

**Through the consumer sound barrier**

DOMESTIC SPENDING grew very rapidly last year and was in the first quarter of this year maintaining a steady clip that looks likely to push the GDP growth close to the 5 per cent target of 1987. But as Spain crashes through the consumer sound barrier, with rises in net real income over the past three consecutive years, it is the pattern of spending and not the spending itself which appears the more interesting.

A decade ago Spain's 38m inhabitants were spending 44.2 per cent of their income on food. Nowadays that budgetary chapter has been reduced to 30.7 per cent. Spaniards are spending more on their homes, on transport and communications, on durables and, above all, on cars. Last year 927,000 cars were bought in Spain, a 35 per cent leap on the 1986 figure.

The point concerns, however, not so much the acquisition of vehicles but rather the manner in which Spaniards use their cars. A close acquaintance over a period of time with rush hour traffic in Madrid, a Barcelona or a Valencia reveals a lot. A high proportion of the rush hour cars, to judge by their number plates, were acquired during the last 18 months when there is pay cheque money to burn and when the hire purchase payments have still to make their impact. At month's end a significant number of Spanish consumers are running so short that they find themselves forced to save on petrol and leave their cars at home.



"A high proportion of the rush hour cars, to judge by their number plates, were acquired during the last 18 months"

At the same time, says Mr Benalbas, the profitability and solidity of insurance companies has improved after 1984 insurance legislation made companies increase provisions and technical reserves, and expand solvency margins to 16 per cent of premiums.

The Clea's gradual liquidation of deeply indebted companies - mainly tiny medical coverage groups - served two purposes: it improved the health of the market and eliminated factors that threatened the image of insurance as a whole.

Now, says Mr Benalbas, comes the moment of decision for Spanish companies that must ask what is in their best interests. Is their size sufficient for a desired economy of scale and retention of major risks? Do they want to remain Spanish or be bought by foreign companies? Inevitably, foreign insurance groups are shopping, and buying small or medium Spanish companies. The advent of private pension schemes, in which insurance groups and the big chartered accountants will play key roles, adds spice to the foreigners' growing Spanish experience.

Merger fever is building up: the (recently merged) Banco Bilbao-Vizcaya, (its two now-fusing partners owned several of Spain's leading insurance companies) is negotiating acquisition of the Corporation General Aseguradora. This will generate a giant (for Spain), dominant group, with estimated annual turnover of Pta300bn (\$2.7bn).

The dance of high-flying executives has begun: Mr Felipe Pujol, who whipped the Aetna Life and Casualty/Hispano-Americano's La Estrella into shape, has been wooed over to the Banesto group's high-ranking La Union y el Fénix.

At La Estrella Mr Pujol redesigned Life and Casualty segments, introduced tailor-made retail packages (70 per cent of the company's pension income is generated by retail services), and sped up service with intensive automation. A firm believer in the need to build up market-oriented, well-equipped insurance "fortresses", Mr Pujol is bullish about the future of the Spanish market, whatever challenges 1992 brings.

A foreign group that cannot be accused of Johnny-come-latelyness, since it has been in Spain for generations, the Swiss Winterthur is Spain's largest foreign group in premiums and has managed into Spain's top five in life, third party, accident and auto coverage.

Winterthur's volume of business has doubled every three years, according to its Spanish managing director Mr José Cerco, to a 1987 Pta30bn (US\$70m). The group competes aggressively for company risk and life business, and is diversifying into mortgages.

Tom Burns

Insurance industry

**Moment of decision ahead of '92**

MERGE AND TEST the dictum that union brings strength? Be regional or specialised and try to fend off outside competition with the help of personal contact with clients?

In the run-up to 1992 and free EC provision of services, these questions preoccupy Spain's 530 insurance companies. The sector has grown with the economy and diversified as clients' needs have diversified - but ahead lies the challenge of developing the market's capacity to retain major risks, as well as small mass risks like home, auto and life which it is fully fit to handle.

At issue is the very dimension of the market and of Spanish companies, now that a major clean-up has eliminated the weakest vessels. In a drive for merger, the largest banking groups which also own the larger domestic insurance companies, have a vital role to play and, conscious of this, have already begun to study their measure-

SPANISH INSURANCE		
1987	premium income (Pta bn)	market share (%)
Euroseguros	180,979	13.6
Mapfre	65,042	5.5
Union y Fénix	63,820	5.4
La Estrella	62,041	5.3
Vitalisio	47,200	4.0
Corp. Gral. Aseg.	38,741	3.4
Muhua Madrileña	32,605	2.8
Zurich	30,038	2.5
General	26,018	2.3
Winterthur	25,504	2.1

ments and see where the seams can be enlarged.

Annual Spanish insurance figures exemplify growth of business and consolidation of structures, but this is only the first stage of pumping iron into an organism that will need unprecedented vitality in four years' time.

Last year was a good year for solvent companies. The insolvent - 94 small/medium and 3 large companies - were whisked off the market by the official Clea (Commission for the Liquidation of Insurance Companies) steered by Mr Alvaro Muñoz, who is also chairman of Spain's largest mutual industrial insurer Max-

iml, part of the huge INI public industry holding group, and leader in major transport insurance (oil, hulls, cargo and airlines).

By September 1987, Spain's insurance profits reached Pta42bn (\$380m) - 59 per cent better than January-September 1986. Technical reserves grew to Pta2,500bn (\$22.5bn), 41 per cent higher than 1986.

Premiums grew 30 per cent to Pta1,000bn (\$9bn). However, 52 per cent were tax-shelter life premiums, considered havens for Spain's restlessly-shifting "black" money, sold not by insurance companies but by Catalan savings banks.

Criticised by the EC Commission for directly selling insurance and not conforming to their "exclusiva social function" (savings banks), the Catalan "Celtas" have made some, largely unsuccessful, efforts to limit sales of these premiums. Now a threat looms of tax.

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SECTION II

FINANCIAL TIMES SURVEY

HONG KONG 香港 In making promises about ensuring Hong Kong's future prosperity, both Britain and China have put great store in the concept of "one country, two systems". David Dodwell argues that the concept has been debunked, but that despair need not inevitably follow

One country, new systems

AT THIS very moment, a large group of legal experts from Peking is winding up a three week visit to Hong Kong that has been aimed at divining local attitudes to a new constitution it is proposed to introduce in 1997 when China's "five stars" flag rises over the territory for the first time in 155 years. At the same time, a team of economists from Peking is beavering away inside the New China News Agency - China's de facto embassy in Hong Kong - investigating allegations of corruption among the burgeoning population of Chinese trading companies based in the colony. Over the past month an unprecedented blitz of diplomatic activity has brought to Hong Kong Tian Jiyun, China's vice premier responsible for special economic zones and open cities. Ji Pengfei, the state councillor heading China's Hong Kong and Macao affairs department, and a team of top officials who have for the first time been shown around the inner sanctums of the current colonial administration. In short, the process of transition from British colony to special administrative region (SAR) of China is gathering momentum, and the evidence of China's hand

has spread into every area of the territory's life. Witness the new Bank of China headquarters building, which with just 60 of its 70 floors complete, already soars high above every office tower in the territory's Central business district. Or the New China News Agency's opening of district offices around the territory. Witness the surging tourist traffic into China, with a fast-expanding network of airline routes to China's interior cities. Or the hectic growth of the territory's Kwai Chung container port, which has been stretched to bursting handling entrepôt cargoes between China and the outside world. Or the emergence of increasingly powerful Chinese "hongs" like China Merchants' Steam Navigation, China Travel, China Resources, and the China International Trust and Investment Corporation (CITIC) as investors in Hong Kong public companies, or buyers of property and hotels. Witness also the rush in demand for Mandarin language classes among Hong Kong's Cantonese speaking youth, and the stream of provincial Chinese opera troupes performing in the territory.

For some, such developments are the source of increasing alarm. They see a creeping absorption of Hong Kong into the mainland. As they read in the draft Basic Law that ultimate constitutional authority will be vested in China's National People's Congress, that interpretation of the law will rest with Peking, and that Peking will appoint the first SAR legislature, they see China using stealth and subterfuge to null them into complicity until sovereignty is regained. Many have noted that the promises made to Tibetans in the 1950s were not dissimilar from those being offered to Hong Kong today. Now, surprisingly, therefore, many have in the recent past

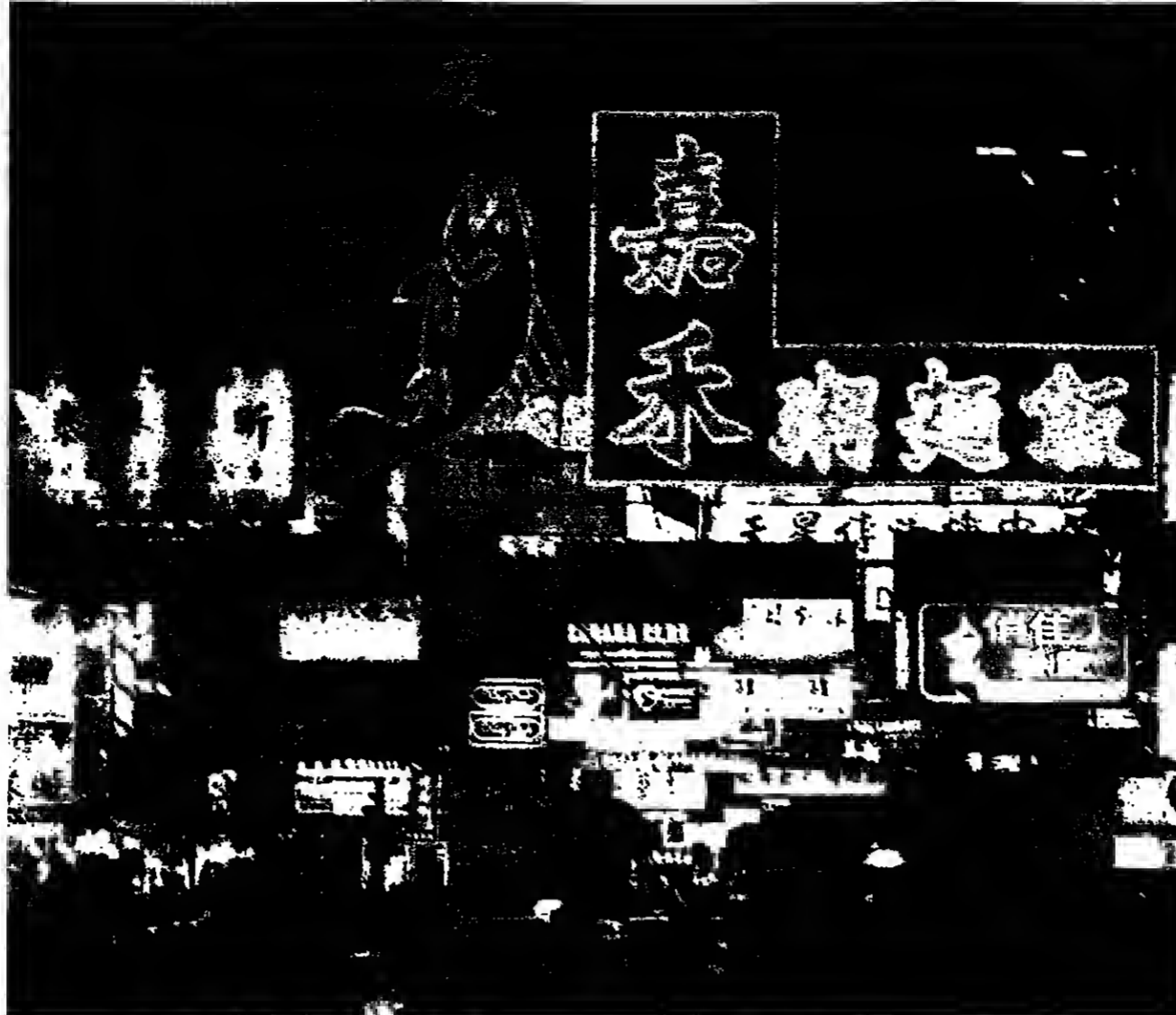
sought to emigrate. Noting a net outflow last year of about 27,000, government officials insist that emigration has always been a fact of life in Hong Kong and this exodus is no cause for alarm. The fact that most seem to be young professionals unlikely ever to return ought, nevertheless, to have given senior officials in the colonial administration some sleepless nights. Depletion of the territory's technocratic ranks at this pace over the next decade could seriously hobble its technological development, and its growth as a banking and financial services centre for the region. However, the case for despondency is far from proven - and government officials will waste no time in emphasising that if

the remarkable buoyancy of the economy is anything to go by, then such a view is probably mistaken. Hong Kong has seen two years of double digit economic growth, as measured by GDP. Last year's 13.5 per cent increase was unmatched anywhere in the world. While domestic exports grew by 23 per cent, re-exports leapt by 46 per cent. Such hectic growth has created severe labour shortages that neither illegal immigration from China, nor a major shift of manufacturing industry into Hong Kong's Pearl River Delta hinterland has been unable to relieve. Ten new hotels are due to be completed this year to cope with the surge in business and holiday visitors. Kwai Chung - already

the world's busiest container port - is being expanded as fast as land can be reclaimed from the sea, with a new berth being added every six months for the next three years. Government officials and businessmen - both groups admittedly with a vested interest in wearing rose-tinted spectacles - see reason for encouragement in the very same facts that send shudders through prospective migrants. Peking suffers from extreme ignorance about the way Hong Kong ticks after 40 years of political turmoil and xenophobia, they argue. Unless they are persuaded to visit Hong Kong in substantial numbers - to see for themselves how well it works as an economy, how sensitive local people are about possible main-

land interference, how valuable it already is, and can be in future, to China's economy - then post-1997 prospects are uncertain. Up to now, Peking's promise that Hong Kong would have "a high degree of autonomy" after 1997 has underpinned official confidence. Equally important has been Deng Xiaoping's "one country, two systems" concept, which is intended to resolve the contradictions involved in one of the world's most energetically free-enterprise economies being absorbed by the world's largest communist power. In the past month, however, these "comforters" have been emphatically debunked - not by an advocate of despondency and doom, but by Dr Helmut Sohmen, a leading business figure, who sees the imminent absorption of Hong Kong as a unique opportunity for the territory. Taking a position that is essentially treasonous both in Peking and London, he says "subversion" of Hong Kong in China after 1997 is inevitable: "I cannot honestly see a territory of 5.5m people further develop, or over any length of time maintain, a really separate system or existence as an integral part of a 1bn community. I cannot also see a 'high degree of autonomy' being anything else but an effort to maximise overall marketing power through the maintenance of a different brand name. Like in any corporate merger where there is subordination rather than fusion into a new company, Hong Kong will necessarily become like an operating division of the larger entity. Rather than seeking to insulate itself as a "puny SAR desperately clinging onto traditions", he advocates Hong Kong using its position "to spearhead reform and growth". He says: "Hong Kong will export its system across its borders to speed up progress there... It is ideally placed to act as the commercial and eventually even the political centre of South China."

He attacks the existing colonial government for trying to maintain "an untenable and unnecessary" commitment to the idea of autonomy, and calls on officials to educate locals and the Chinese authorities on the practical limits on their power during the transition, and on the "intricacies and fragilities of the Hong Kong economic and social system". Dr Sohmen's comments show a much more pragmatic awareness of what is already occurring in Hong Kong and its Chinese hinterland than advocates of "one country, two systems" can ever



Is Hong Kong poised for a "Great Leap Forward" in 1997 - or an alarming leap in the dark?

Hong Kong

ON OTHER PAGES

The Chinese characters for "Hong Kong" at the head of this survey were written by Ji Pengfei, Peking's state councillor responsible for Hong Kong affairs. Financial Times correspondents take a look at his "hand", and those of other mainlanders destined to shape the territory's future. For details, see page 3

land interference, how valuable it already is, and can be in future, to China's economy - then post-1997 prospects are uncertain. Up to now, Peking's promise that Hong Kong would have "a high degree of autonomy" after 1997 has underpinned official confidence. Equally important has been Deng Xiaoping's "one country, two systems" concept, which is intended to resolve the contradictions involved in one of the world's most energetically free-enterprise economies being absorbed by the world's largest communist power.

In the past month, however, these "comforters" have been emphatically debunked - not by an advocate of despondency and doom, but by Dr Helmut Sohmen, a leading business figure, who sees the imminent absorption of Hong Kong as a unique opportunity for the territory. Taking a position that is essentially treasonous both in Peking and London, he says "subversion" of Hong Kong in China after 1997 is inevitable: "I cannot honestly see a territory of 5.5m people further develop, or over any length of time maintain, a really separate system or existence as an integral part of a 1bn community. I cannot also see a 'high degree of autonomy' being anything else but an effort to maximise overall marketing power through the maintenance of a different brand name.

Like in any corporate merger where there is subordination rather than fusion into a new company, Hong Kong will necessarily become like an operating division of the larger entity. Rather than seeking to insulate itself as a "puny SAR desperately clinging onto traditions", he advocates Hong Kong using its position "to spearhead reform and growth". He says: "Hong Kong will export its system across its borders to speed up progress there... It is ideally placed to act as the commercial and eventually even the political centre of South China."

He attacks the existing colonial government for trying to maintain "an untenable and unnecessary" commitment to the idea of autonomy, and calls on officials to educate locals and the Chinese authorities on the practical limits on their power during the transition, and on the "intricacies and fragilities of the Hong Kong economic and social system". Dr Sohmen's comments show a much more pragmatic awareness of what is already occurring in Hong Kong and its Chinese hinterland than advocates of "one country, two systems" can ever

achieve. Whether one shares his optimism or not depends not on whether Hong Kong is "absorbed", but on whether China's leaders continue to steer the country in the direction of economic and political liberalisation. The crux for confidence in Hong Kong's future thus has less to do with terminological wrangles over clauses in the Basic Law, or on the water-tightness of clichés like "a high degree of autonomy" than with economic change in China. Hence Dr Sohmen's claim that adherence to the principle of "one country two systems" is "untenable and unnecessary" - the fact is that this principle gives no comfort to Hong Kong people whatsoever. What Hong Kong people apparently hope for is "one country, one system", with the one system having a greater similarity to their own than that currently advocated by Peking. The likes of Dr Sohmen remain confident because they have seen China over the past decade make large strides in the direction of political and economic liberalisation. They will remain confident in so far as progress continues in this direction. In so far as Hong Kong can act as a catalyst for further liberalisation, then no opportunity should be missed. From this perspective, the quickening integration of mainland Chinese enterprise into Hong Kong's economic mainstream can only be good. Already, with an estimated US\$8bn invested in the territory, China has the strongest possible incentive to maintain prosperity. If one adds that Hong Kong manufacturers account for more than 1m jobs in the Pearl River delta, and have aided a boom in Guangdong province that has sucked at least 2m workers into the area from China's interior, then there are many inside China itself who share that incentive. With at least 4,000 mainlanders now working in Hong Kong, and the number growing by the day as new trading offices and Chinese business enterprises are launched, so the process of integration and education is set to continue. The territory may only have a population of 5.5m, but it is possible to imagine that Hong Kong - and the mainland enterprises growing up in its midst - has a power quite out of proportion with its numbers to determine not just its own future prosperity, but to stimulate growth across the south of China.

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HONG KONG

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HONG KONG 2

Hong Kong's confidence needs a shot in the arm

Mood of gloom intensifies

HONG KONG'S mushrooming tower blocks, flyovers, reclamation and road tunnels point to even more frenetic money-making, but they do not hide deepening anxieties about the future. As Britain seems increasingly to brush aside concern about China's 1997 resumption of sovereignty, the gloom among many locals intensifies.

Sir Geoffrey Howe's visit last month will not have boosted local belief in Britain's desire to stand by commitments made in the 1984 Sino-British Joint Declaration. This says that Hong Kong's future legislature "shall be constituted by elections," which had been seen as a safeguard against China's interference. But the British Foreign Secretary interpreted this to mean only very partial direct elections, a much weaker protection.

Half Hong Kong's population are refugees from the mainland and well acquainted with China's manipulative and arbitrary style of rule. While there was some optimism when the declaration of Hong Kong's future was published, this has mostly evaporated as Peking has increasingly made plain its desire to maintain the place as, in effect, a Chinese colony.

Though many people in Hong Kong have no particular love for their present rulers, they

acknowledge that the British have not misused the enormous powers given them under the Letters Patent and Royal Charter, which set the territory up as a colony. What bothers many Hong Kong locals now is that China's record over the past 40 years and longer gives no such assurance.

The result has been a growing exodus of young professionals, voting with their feet against future Chinese sovereignty. While actual emigration figures are hard to establish, the numbers of applicants for certificates of no criminal conviction (a general immigration requirement) rose from around 2,000 in 1985 to nearly 62,000 last year. This is nearly 1 per cent of the population, coming from the key managerial class.

Some Hong Kong people see Britain as playing a Machiavellian game for prizes such as Chinese orders for power stations or container ships in return for a quiet hand-over. Others speculate that Sir David Wilson, the Governor, wants a trouble-free stint in Hong Kong as a stepping stone to a top job elsewhere.

The British response when the Chinese change the rules of the game is seen by many as feeble. Since Xu Jiatun, head of the Xinhua news agency in Hong Kong and China's chief representative,

claimed in 1985 that Britain was planning to introduce political reforms, an intervention in Hong Kong affairs which the Chinese had no right to make, the government has seemed to give up trying to do so.

Its defence would probably be that more can be gained from private negotiation with China than from confrontation. "Look at the direct elections issue," said one observer. "Not long ago, the Chinese were fiercely campaigning against them. Now all the options in the Basic Law for choosing the legislature contain a direct-election percentage."

"And the Hong Kong government has made a commitment to some direct elections in 1981," he added. "Given the intensity of China's hostility to the idea, that's quite an achievement."

A change of policy on Vietnamese refugees - and Sir Geoffrey gave a hint of that during his visit - might slightly mitigate Hong Kong criticism. The territory currently accommodates around 18,500 Vietnamese and this spring they were arriving at a rate of up to about 100 a day.

There is growing resentment about this burden, and moves to designate them illegal immigrants would be popular. But this will not allay the much greater alarm at the thought of the future.

This fear took centre stage in Hong Kong in April. China published the draft Basic Law, the territory's post-1997 mini-constitution, to take soundings over a five-month period. But many Hong Kong people, considering the failure of the petition several years ago against the nuclear power station at Daya Bay and of last year's lobbying for constitutional reform, believe their views will have no effect.

In the debate so far on the Basic Law, wide differences of opinion have emerged as to what changes to seek. The law contains provisions which do not appear to conform to the "high degree of autonomy" promised in the Joint Declaration, but it also puts forward alternatives which suggest that Peking's mind is not yet firmly made up on all counts.

However, while Ji Pengfei, head of the Hong Kong and Macao office under Peking's State Council, said earlier this month that of course China expects to make changes, it is unlikely to want to surrender real political control.

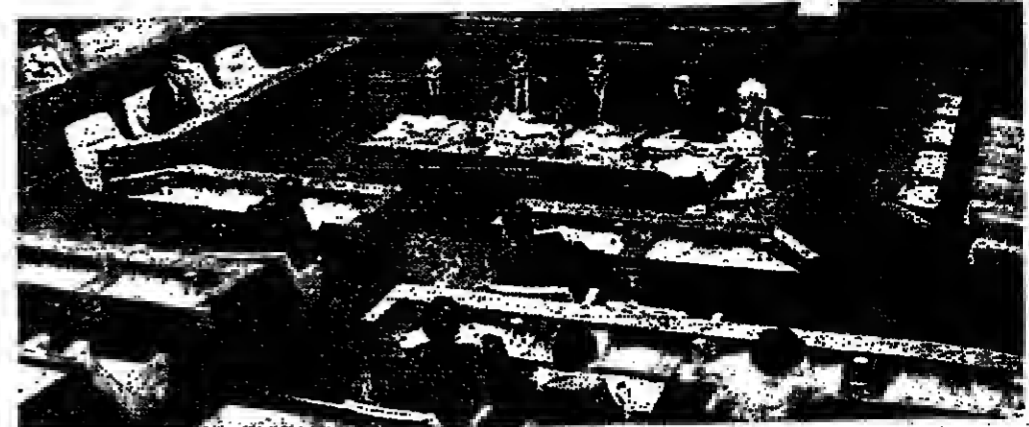
This is precisely the area which gives rise to the most anxiety among Hong Kong's more liberal academic and professional fraternity, and even among some of the conservatives. If the proposal outlined in the draft for the formation of the first post-1997

government, via a "preparatory committee" established by China's National People's Congress, is adopted, Hong Kong will be Peking's creature from then on. Other serious worries relate to the powers of interpretation given to the NPC Standing Committee and to the lack of human rights provisions.

However, the conservatives - mainly in the business community - tend to take the view that in the main their own proposals incorporated in the draft contain enough checks and balances to keep Hong Kong stable. Providing everyone, China included (and of course themselves), can go on making money, they believe Peking will let the place alone.

Hong Kong opinion is also split on the correct tactics for negotiating with China. The liberals, spearheaded by Legislative Councillor Mr. Martin Lee, believe more in confrontation, the conservatives in persuasion. Traditionalist Mirror magazine publisher Tsui Szeman, hold that nothing can be gained by publicly opposing Chinese officials, though he concedes that Hong Kong "needs its Martin Lees."

Whatever China's attitude, the issue seems likely to get more of an airing. Britain's House of Commons will consider the Basic



The finance committee discusses the budget in the council chamber of the Legislative Building.

Defence

Contribution from Britain stepped up



The Gurkhas: are there other suitable postings?

HONG KONG'S British garrison has set out on the long trail leading towards its final exit.

China agreed last November at the Sino-British Joint Liaison Group meeting in Peking that the territory's police should gradually take over the army's non-military role and the People's Liberation Army has begun to think about its post-1997 needs.

More cheerfully for the people of Hong Kong, who view the Chinese takeover with considerable gloom, the British government has accepted that from this year it should pay another 5 per cent of the territory's defence costs, making its contribution 30 per cent in all.

Initially the Chinese were not keen on Britain's blueprint for the gradual withdrawal of troops. Finally, however, they understood that Hong Kong could not afford to keep the three Gurkha infantry battalions, as well as the signals regiment and the transport regiment, plus a naval and marine presence, right up to July 1 1997. This would be at the same time as having to strengthen the police force, which after 1997 will assume border patrol responsibilities to prevent illegal immigration from the mainland.

This transfer is expected to be completed in 1992-93, and the police are recruiting now to bring the force up to strength. Recruitment for border work will be up to the crack Police Tactical Unit, which will be doubled to 12 companies - around 2,040 men - over three years.

Resignations from the police force rose sharply in the first four months of this year, a cause for concern, but senior policemen denied they were related to emigration and the 1997 factor.

The first two police companies are likely to be put on border duties in 1990, sharing facilities with the army until they acquire their own. The Sek Kong army camp, in the New Territories, will be released for police use in 1993. No timetable for British withdrawal has been worked out, though it is likely to be a gradual process.

"We'll need a sensible hand-over period, but that hasn't been discussed yet," said a senior British officer. "It's not likely to be raised for another five years."

"In a normal hand-over situation, we'd be training them," he added. "There's no precedent for this one as Hong Kong's not becoming independent, and of course there's no question of collaboration."

However, the garrison has already hosted a group of PLA officers who came to look round the facilities. "Very impressed they were with the standard of living quarters," he added.

The Chinese force is not expected to need all the family accommodation and indeed troop numbers are thought unlikely to exceed 3,000-5,000, compared with the present British strength of 8,800.

The Chinese are unlikely to bring civilian personnel or dependants, which in the British case number 3,000 and 6,700 respectively. The belief is that Peking will send a crack unit "they'd want to use Hong Kong as a showcase," said one official.

A more immediate issue this year has been the question of British garrison costs. For the past seven years Hong Kong has paid 75 per cent of the total, which last year came to HK\$1.71bn out of HK\$2.29bn. This proportion was virtually forced on the territory in 1981 when London felt that, with its budget surplus, it could well afford to pay. But increasingly Hong Kong has begun to feel that Britain has simply been passing on its debts to a colony which could not resist.

The 1981 agreement on these sums expired at the end of March, and negotiations have been in progress since July last year to reach a new settlement. There were strong feelings in Hong Kong that Britain was simply using the territory as a cheap and convenient posting for its Gurkha battalions. On top of that, the territory was about to incur more expenditure from building up the police.

Agreement in principle was finally reached by the Hong Kong government and the UK Ministry of Defence before the 1981 pact actually ran out, though it took four tough rounds of talks to get to it, and the details have not yet been worked out.

Frustrated Hong Kong negotiators complain of an almost pathological reluctance on the part of Ministry of Defence and Treasury officials to commit any proposal to paper, but are still hopeful of sealing a new agreement before the summer is out.

Hong Kong had hoped to achieve a 60-40 per cent share-out of costs, which proved impossible. Instead, they have had to be satisfied that British officials have apparently accepted the idea of Hong Kong paying a declining share in the years up to 1997.

The question of the Gurkhas, while not directly a matter for Hong Kong, is relevant since it is widely held that Britain has no other suitable postings for them, and without the territory would have to cease recruiting.

This view is challenged, however, by Major-General Garry Johnson, the current Commander British Forces in Hong Kong and a former Gurkha officer. He argues that there is a role for them in almost any area where British troops serve. If Britain could afford them without the Hong Kong contribution.

There is currently a battalion in Brunel, and another in Britain, where there is also an engineering squadron and some troops with the 5th airborne division.

Colina MacDougall



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Colina MacDougall



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Is the New China News Agency a government in embryo?

# A listening post for China

THE XINHUA (New China) News Agency is no ordinary news-gathering organisation. In reality, as China's top official body in Hong Kong, it voices Peking's policies and keeps an eye on all the mainland-orientated activities in the territory.

For years it has been seen almost as a Chinese consulate, and this position was virtually formalised when it recently hired off its journalists into a separate office, leaving a huge rump of semi-diplomatic, economic and "research" officials.

Its diplomatic functions were recently highlighted when it hosted Chinese Vice-Premier Tian Jiyun, State Counsellor Ji Pengfei and a crowd of other senior officials, who visited Hong Kong a few weeks ago.

At the same time it has been seen - or failed to exercise - its role as party watchdog as the ethics of Peking's local traders have come under scrutiny. The thousands of Peking companies which have mushroomed in Hong Kong in the last three years have been under attack for corruption and high living. They are unofficially under Xinhua's supervision, paying fees to the agency for the right to set up in Hong Kong.

Tsui Szeman, elderly publisher of Hong Kong's Peking-oriented monthly magazine, *Mirror*, claimed last month that China was sending a team to investigate these companies' malpractices. While Xinhua denied this, there is no doubt that Peking is making enquiries, which may cause it embarrassment. At any rate, Xinhua has recently proved unusually shy about talking to foreign journalists.

The director of Xinhua in the territory, 72-year-old Xu Jiatun, is China's most senior representative in Hong Kong and certainly not a news man. Formerly a top provincial official and Central Committee member till 1985, he now sits on the party's powerful Central Advisory Commission.

Xu is sometimes regarded as the British territory's strongest defender in Peking. His long experience of Hong Kong has made him a keen admirer of its freebooting style, saying recently that capitalism was one of mankind's great inventions.

Xu runs the communist party's unofficial branch in the territory, the Hong Kong and Macao Work Committee. No one knows how he came to be selected for the top Hong Kong post, but despite his advancing years, recent viral infection, and rumours at the last National People's Congress meeting that he might step down, he still retains it.

Xinhua's job these days is to act as a listening post for Peking, masterminding links with the Hong Kong government, widening contacts in the local community and collecting information on how the place ticks. All this is seen as preparation for the handover to China in 1997.

To meet this role expansion, the agency has opened branch offices in Kowloon and Shatin in the New Territories where it can get to know the locals and play a part in district politics. The "United Front" tactics they practice, which woo the locals into what seem harmless communist-sponsored activities, are a standard strategy for extending power.

Xinhua is widely believed to have backed left-wing candidates in recent local elections. It nominated local candidates for China's National People's Congress, and also for the Guangdong Province Congress. Its growing contacts with business, colleges, schools and community associations enable it increasingly to keep its finger on the pulse of Hong Kong life.

Suspicious locals view Xinhua as a Hong Kong government in embryo. It recently reorganised its internal structure, setting up departments handling not just foreign affairs, which could be seen as appropriate to its diplomatic function, but domestic sec-

tors like economics, social affairs and sport. Some believe officials are being trained in these departments to slide painlessly into their government equivalents in 1997.

Recruiting has recently focused on employing more Hong Kong people so that the agency can operate more effectively in the local environment. In the early 1980s new officials, including Xu, arrived from north China but they were hampered by not speaking Cantonese. Since then one spectacular success in local recruitment has been the appointment of a Kowloon teacher, Mao Jianmin, to a senior post.

Mao the "Methodist mole" has had an instructive career. Spending over 20 years as an underground communist in a Kowloon Methodist college, in 1984 he surprised everyone by joining Xinhua as head of its culture and education department. Then swift promotion followed last year when he was appointed one of the agency's vice-directors.

Another key Cantonese speaker is vice-director Qiao Zhonghai, son of China's foreign minister of the mid-'70s, Qiao Guanhua. The elder Qiao set up the Xinhua office in Hong Kong in 1948 and his son attended school briefly in the British colony. Qiao has the advantage of

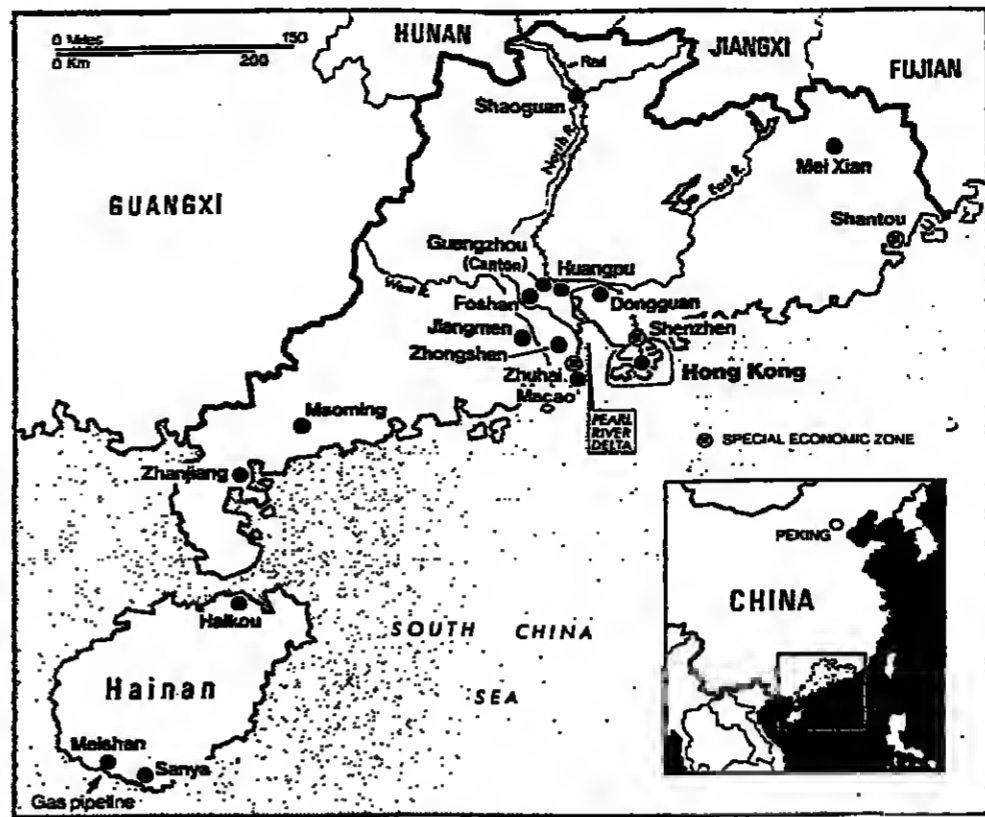
being a northerner, Peking's preferred brand of official for such far-off spots, and yet able to mix freely with the locals.

These vice-director posts are important. Both Qiao and a third vice-director, Zhang Hua, are alternate members of the party's Central Committee. Four vice-directors altogether work under Xu, and below them operates a pyramid of other officials.

Xinhua's supremacy may be denied when the Chinese and British partners in the Joint Liaison Group, set up under the Sino-British Joint Declaration of 1984, establish their offices in the territory in July. But the agency has a role in this too since one of its staff is already a member of the Chinese team.

Xinhua is widely believed to carry out intelligence gathering, keeping tabs on the locals and building up files which may be useful in pinpointing opposition after 1997. As the next nine years run down, local people are likely to be increasingly discreet in their criticism of China. This may be unnecessary, but no one should underestimate Xinhua's capacity, amid its other numerous functions, to make records for the future.

Colina MacDougall



As business and manufacturing links blossom between Hong Kong and China, so it has become increasingly important to see the British territory not in isolation, but as the hub for economic development throughout southern China.

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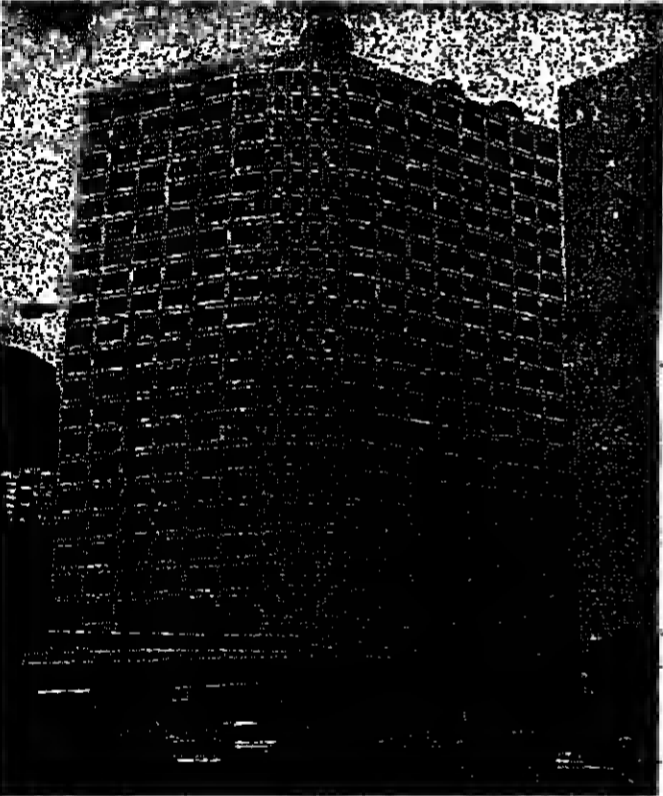
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Mirror magazine's publisher

## Speaking out for democracy

IT IS NOT easy to imagine the softly-spoken 74-year-old Overseas Chinese from Burma, Mr Tsui Szeman (Xu Shun in Mandarin), speaking out about Hong Kong to Peking's leaders. Yet this is exactly what he, alone of the Hong Kong delegates, did at last April's meeting of the Chinese People's Political Consultative Conference (CPPCC).

For all his benign appearance, Tsui has a core of steel. He survived the nationalisation of his business and exile from Burma in 1964 and the Cultural Revolution in China in the sixties and seventies. He then emerged from China in 1976 to reconstruct a new life in his old age, mainly as a trader in Hong Kong.

However Tsui is best known as publisher of the *Mirror* magazine, which is sympathetic to Peking but not obsessively so. At the CPPCC meeting he sharply criticised the Chinese trade officials who came to Hong Kong, paid themselves far too much, looked for the good life and, having unlimited backing from state enterprises, disrupted the Hong Kong market. Reportedly, the Hong Kong Xinhua officials (whose job it is to supervise Chinese enterprises) afterwards refused to speak to him.

Though initially, in the debate over Hong Kong's Basic Law, Tsui joined the businessmen's lobby, the Group of 81 ("They were short of members then," he said apologetically), he is not a hardline conservative. "Hong Kong needs the protection of

direct elections after 1997," he declares. "Hong Kong should have a high degree of democracy."

While firmly against direct elections in the territory now, Tsui is concerned about Peking's future role in Hong Kong and does not hesitate to say so. "The Chinese government should not try to manage except in the areas of defence and foreign affairs," he says. "It should encourage democracy, not deter it."

"The way of doing things in China should not be brought to Hong Kong. Peking should trust people here, and let them participate in politics."

"I'm pro-China," he adds. "But I'm worried about socialist ideas coming to Hong Kong. The party leadership has to change a bit." This is pretty much what he said to Premier Li Peng when invited to meet him after the CPPCC session. Explaining the rise in emigration rates, he told him Hong Kong people lacked confidence in the communist party, and Chinese organisations were interfering too much in the territory.

Referring to the Chinese classic, *Journey to the West*, Tsui stressed the party should act like a Buddha and allow the Monkey King to jump around by himself. No matter how he jumps, he said, he cannot jump out of the Buddha's palm. At which the normally impassive premier laughed, and nodded agreement.

Colina MacDougall

## There is confusion about the Press' future role Into the 'heart-prison'

THE APPROACH of 1997 and the handover to Chinese sovereignty presents the Hong Kong media with the biggest challenge yet to its integrity. Among the 60-odd newspapers and dozens of magazines filled with gossip and sport is a core of serious publications which, if it wants to retain credibility, will increasingly have to grapple with the root issues of China's takeover.

"It is a time of transition," said one Chinese journalist. "It will make the papers more mature - perhaps at the end they will emerge from their chrysalis as butterflies."

Freedom of the Press is guaranteed under the 1984 Sino-British Joint Declaration and the recently-published draft mini-constitution for the post-1997 period, the Basic Law. But a glance over the border shows what kind of media appeals to Peking, and courage is needed for Hong Kong journalists to criticise the policies of their future leaders.

The question of the role of the Press is the more confused because there is a genuine belief in the still-British territory that more concessions can be won by private persuasion of the Chinese than by open criticism. A debate on this issue has already begun.

A recent article in the respected Hong Kong Economic Journal on this "heart-prison" or self-censorship, pointed out that local journalists were already applying the principle that open criticism was unhelpful. They had begun to reason, said Li Yi, author of the piece and editor of The Nineties magazine, that the more you criticised China, the harsher it became.

Such writers would add that, in any case, Peking paid little attention to outside proposals, and that if local papers talked Hong Kong down (for example, by reporting the rise in emigration figures) they made the situation worse.

They would conclude that criticising Chinese leaders who were, in fact, trying to get a better deal for the territory was counter-productive, and might undermine China's more liberal wing. And for Hong Kong papers to get involved in the 1997 issue only laid them open to charges of being manipulated by Taiwan or Britain.

To some extent Tsui Szeman, publisher of the well-known Mir-

ror magazine, and Louis Cha of the leading Ming Pao group, share the views Li Yi was countering. Both believe that, in general, more can be achieved by publicly supporting China and lobbying privately to gain concessions, though Tsui maintains that the Press should and will criticise the Basic Law once the five-month discussion period due to end in September is fully under way.

Louis Cha is chairman of the political group of the Basic Law Drafting Committee, and, as such, is already seen by some in Hong Kong as fairly committed to the Peking line. But "I don't serve the interests of the Chinese," he says. "They want to use me as an independent journalist - they think of me as someone who can be co-operative, and I support their economic policies. If we encourage these, they may improve."

Li Yi disagrees. The media is there to inform the public, not to give leaders "constructive criticism". It is a journalist's duty to speak out without regard to leaders' sensitivities or the debate over reform.

It remains to be seen how far this debate will go. By and large

the Hong Kong press, though lively, is underfunded and not greatly concerned with principle. Withdrawal of advertising by left-wing companies like the huge China Resources Co, might swing wavering newspapers to Peking's side.

In the main, Hong Kong's Press bosses are reluctant to spend much on journalists' salaries. Young reporters who join fresh from university full of ideas mostly leave after a year or two to earn a living in public relations or business.

The industry started years ago when newsprint was cheap and every tea-house had its banks of newspapers for customers to browse over. Today costs are high. Few of the bosses are willing to help reduce these by modernising the industry, especially since profits after the Chinese takeover in 1997 are unpredictable.

The old sharp distinction between the pro-Taiwan and pro-Peking Press has blurred slightly. The leading paper, Louis Cha's Ming Pao, which used to be seen as independent, has moved to a more pro-Peking stance. The ownership of the old right-wing papers like the Sing Tao has, rel-

atively speaking, declined.

The left-wing Press, led by the Ta Kung Pao, maintains a strong pro-Peking identity but even it has changed under the influence of China's reform programme.

"Our reporting from China is definitely freer," said deputy chief editor Tsang Tak Sing. "And here of course we're on our own - we're not criticised by Peking for what we say about corruption or political appointments in China."

The left-wing Press is generally seen as the most professional in Hong Kong. Pay and the career structure are better. Elsewhere, general morale and standards of written Chinese are low. There is a glaring lack of senior journalists and editors who can provide training, or even encouragement. Young reporters are depressed not just by low wages but by lack of interest in their work.

This low morale is worsened by the dual-language problem in Hong Kong. Chinese journalists feel patronised by English-speaking officials who, in turn, despair of being able to create the informal relationship which would permit off-the-record briefings.

"The Chinese Press is really very timid," said one journalist. "Most editors feel an obligation to the Hong Kong government, especially if they are invited to Government House." And this obligation will be switched to China the minute the Xinhua news agency asks them round, added another candidly.

The Hong Kong government is not particularly sensitive to questions of Press freedom. Its Public Order Amendment Ordinance of last year contained a clause making it an offence to publish "false news" (due for review later this year), and seemed ganfully surprised by the uproar that followed. Political censorship of films (exercised for years without legal rights) is now on the statute book.

In this atmosphere it may be over-optimistic to hope for an open discussion of the 1997 problem in the Press. The run-of-the-mill Hong Kong newspaper is unlikely to risk much. But some of the more serious publications may pick up the gauntlet and face the issue squarely. "Even in Hong Kong there are a few intellectuals who feel they have an historic role to play," commented one journalist.



Mr Louis Cha: "I don't serve the interests of the Chinese"

Colina MacDougall



Queuing for visas outside the US Consulate

## Emigration

# Talent pool starts to empty

BROKERS COMPLAIN about losing highly-paid secretaries, banks are rationalising their branch networks because of staff shortages, and the personnel departments of public utilities are scrambling to recruit managers and engineers.

As Hong Kong's transfer to Chinese sovereignty in 1997 looms nearer, the British colony's brain drain is being noticed.

The British National (Overseas) passports issued by Whitehall have left the colony's professional classes feeling distinctly vulnerable. The passports, referred to scathingly by local residents as "Mickey Mouse" documents, confer no rights of residency in Britain and are regarded as a symbol of Britain's anxiety to do nothing to offend Peking.

Tens of thousands of emigrants have decided that they will feel much more secure with a real Canadian, Australian or US passport tucked into their back pockets. Some clearly have the intention of returning once they have fulfilled the requisite nationality requirements of between two and five years, but the signs are that few of them do.

Until recently the attitude of both Whitehall and the Administration in Hong Kong had been to pretend the problem did not exist. But the failure to stem the tide, despite constant messages of reassurance about the colony's bright future beyond 1997, has now brought official recognition that the authorities need, at the very least, to keep a much closer

track of the scale of the exodus.

In absolute terms, the numbers leaving over the past two years has been relatively small - in net terms perhaps 30,000 people emigrated in 1987. The impact on local banks, manufacturing companies and public utilities, however, has been compounded by Hong Kong's economic boom.

During the past two years the economy has expanded by a staggering 25 per cent, driving the unemployment rate down to below 2 per cent. The colony would be short of professionals and managers even if no one were leaving.

Equally worrying, the trend in departures looks to be inexorably upwards. Last year's total was more than twice that of 1986 and government officials privately concede that it could reach 40,000 to 50,000 in 1988.

As a proportion of the workforce - less than 1 per cent - even that number might be regarded as manageable, particularly since the pace of economic growth is now slowing markedly. But the heavy concentration in the top and middle ranges of the labour market of those leaving means that the damage is disproportionately large.

A task force set up by the government last month in response to growing disquiet in the business community has yet to provide a detailed assessment of the breakdown by occupation and destination of the emigrants.

But the combination of a series of surveys conducted by local businessmen, and the lengthen-

ing queues in the Canadian, Australian and US consulates, provides a fairly accurate sketch. Successful entrepreneurs, company executives, bank managers and clerks, foreign exchange dealers, teachers, civil servants and members of the police force have all joined the trail.

Canada, Australia and the US are the most favoured destinations. Hardly anyone can (or apparently wants to) come to Britain.

Mr Al Lukie, the senior consul in Hong Kong, says that his office issued 14,500 visas to Hong Kong emigrants last year who qualified under Canada's scheme to attract managers, professionals and other skilled workers. A similar number can expect visas in 1988. The emigrants ranged from computer systems analysts and laboratory technicians to motor mechanics and cooks.

A further 2,800 people got visas because of existing family ties in Canada and nearly 4,000 gained entry under a scheme designed to attract entrepreneurs.

Mr William Purves, the chairman of the Hongkong and Shanghai Bank, says he is as convinced as anyone in Hong Kong that the transfer of sovereignty to China in 1997 offers opportunities rather than risks. But he acknowledges that since half the population in the colony is made up of refugees or children of refugees from China it is hardly surprising that many might not share his confidence.

The bank's personnel department expects that up to 10 per cent of its 670 locally-recruited executives may emigrate this year. It is considering the possibility of offering two- or three-year sabbaticals - the theory is that once employees had got their Canadian or Australian passport they might be happy to return.

Other banks hit by the exodus have resorted to offering bonuses to employees who will lure friends or relatives from other companies to fill the gaps left by emigrants.

As well as being among the brightest and most skilled, those leaving also tend to be relatively young. A recent survey of 39 major companies conducted by the Institute of Personnel Management showed that some 80 per cent of those who emigrated were aged between 25 and 39.

Mr Patrick Maula, the president of the Institute, predicts that the problem will deteriorate further over the next few years unless the colony mounts a more active campaign both to dissuade people from leaving and to attract back some of those who have already departed.

Increased training and development to improve career prospects, better educational opportunities for the children of young professionals, and more emphasis on improving the environment and extending recreational facilities, are among his suggestions.

Philip Stephens

## Refugees

# Intolerable rate of arrivals

FORGOTTEN PEOPLE: Vietnamese refugees in Hong Kong read the glossy information pack handed to Sir Geoffrey Howe, Britain's foreign secretary, on his three-day visit to the colony late last month.

In the short period between his arrival and departure another 400 or so had joined the more than 13,500 already jammed into Hong Kong's overflowing camps. By the end of this month the total may well be nearer 16,000.

The daily arrival on its shores of 100 to 150 men, women and children has turned much of Hong Kong's original sympathy for refugees from the Hanoi regime into anger and frustration.

Such sentiment is not directed at the refugees themselves, who typically arrive bedraggled and hungry after their precarious two-week journey across the South China Sea, but rather at Britain and at other Western governments because of their failure to share the burden.

The rate of resettlement of the refugees to the US, Canada, Australia, the UK and to other Western nations has fallen from the peak of over 37,000 in 1980 to just 2,212 last year. The inflow, of course, also fell but not on a comparable scale - and more recently it has begun to rise.

The Hong Kong government's decision in 1982 to place the refugees in closed camps - effectively prisons - has done little to deter the influx. Several hundred people, turned down by resettlement countries, have been in the camps for five years, but none show any wish to return to Vietnam.

Sir Geoffrey offered soothing words about Whitehall's recognition of the gravity of the problem. The recent rate of arrivals, he agreed, had become intolerable. What he bluntly refused was any commitment to resettle more than the 20 or so refugees a month than Britain plans to accept from the colony during the rest of this year.

What has been the result is Whitehall's acceptance of the call from Hong Kong - echoed by other countries in the region - that it abandons the policy of "first asylum" agreed at the Geneva refugee conference in 1979.

That policy gives refugees a guarantee that wherever they land they will be treated as United Nations. Above all, the status confers the right to refuse to return to Vietnam.

What the Hong Kong government wants is a far more selective approach. Arrivals will be screened, some accepted as genuine refugees, and others detained



Vietnamese refugees in the Tuen Mun closed centre

pending their eventual enforced return to Vietnam.

The argument is that the Hong Kong simply cannot cope with an ever-rising tide of Vietnamese boat people who, anyway, are "economic migrants" rather than refugees from political persecution.

Mr Nigel French, the government's refugee co-ordinator, speaks of the growing frustration of countries in the region as resettlement programmes are cut back. The perception is that Western governments have "turned their back on the problem".

He rejects suggestions that Hong Kong, which is itself short of labour, could absorb permanently more of the refugees. Apart from the existing pressures on housing and other social services in the colony, the political implications of accepting Vietnamese refugees, while sending back illegal immigrants from China, are not acceptable.

Advocates of the new policy insist that no one will be returned immediately to Vietnam. They will be detained until an eventual normalisation of relations between Western governments and Hanoi allows an orderly return, with guarantees of the returnees' welfare.

Mrs Rita Fan, a member of the colony's legislative council, says the change is essential to provide an effective deterrent to future refugees. "I would welcome any solution that was better," she says, but adds that as long as Britain refuses to take a lead in proposing alternatives there is little else that Hong Kong can do.

Since the London Government is already significantly more restrictive than most in accepting refugees for resettlement, such an initiative looks implausible. Aid workers in the colony, however, regard arbitrary distinctions between political refugees

and economic migrants as sophistry. Ms Joan Summers, a volunteer for the Save the Children Fund working behind the 20ft fences of Tuen Mun camp in the New Territories, comments: "It is just too simple an answer to say that they are leaving simply for economic reasons... The very fact that they have left Vietnam makes them refugees who cannot go back."

The motivations of those leaving encompass a range of different elements ranging from escape from famine, to continued political persecution, to the desire to rejoin families abroad. "I don't accept it is just a question of wanting a better life," she adds. "The refugees, anyway, have already learnt what answer to give any questioner. 'We left to escape communism' seem to be the first words of English they learn."

Philip Stephens

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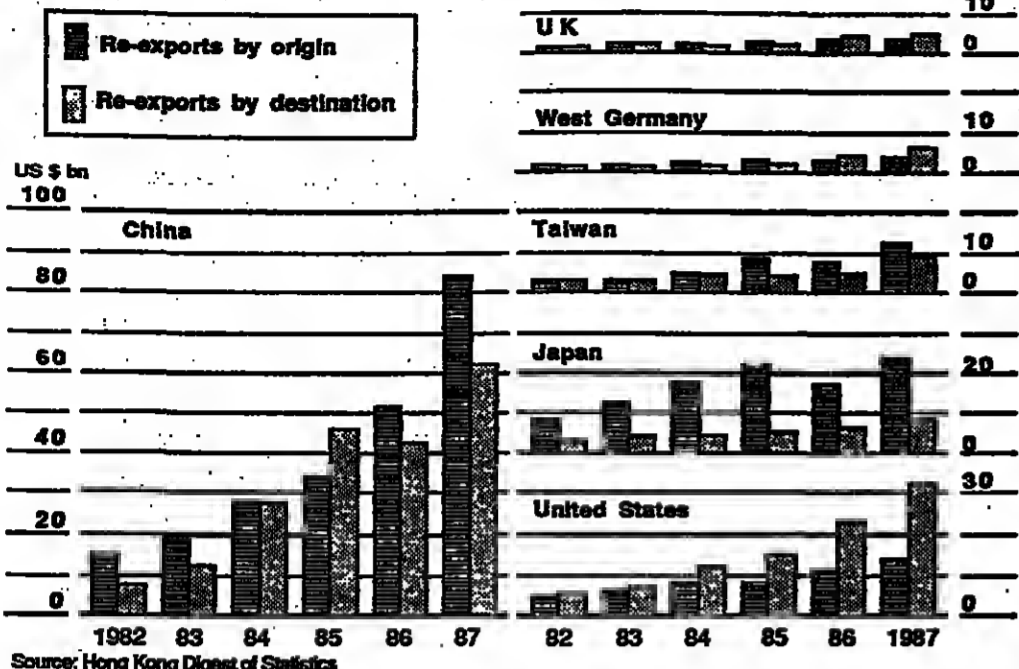
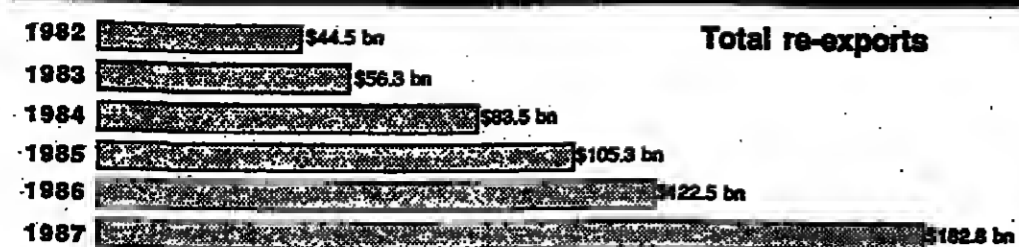
HONG KONG 5

香港 HONG KONG

Trade

A restored entrepôt

Hong Kong the entrepôt



AS DENG Xiaoping has opened China's doors to trade with the outside world, so no door has been drawn open so wide, nor been so heavily used, as that into Hong Kong.

China's economic transformation has restored the British territory's role as an entrepôt, has underpinned hectic trade growth through a period of uncertainty in other world markets, and has encouraged the rapid development of a substantial services sector.

The pace of change has generated stresses that cannot be calculated easily but at the same time cannot be dismissed - like acute labour shortages, strain on the infrastructure, in particular the port, inflationary pressures, and a dilution of the territory's manufacturing base.

It has aroused unresolved controversy over what value can be attributed to Hong Kong's economy from entrepôt trade - which involves no more, in the end, than the trans-shipment of cargoes that have come from a second country and are destined for a third.

Controversies are simmering over textile quotas and the country of origin of goods being manufactured in China for Hong Kong companies and then exported via Hong Kong. These could jeopardise the territory's independent status after 1997 as a member of GATT, and so are

already attracting close official attention.

The pattern of basing production on the Chinese mainland, but continuing to export through Hong Kong, has also led to confusion over the accuracy of published trade statistics. Double and triple counting can occur as components are imported, transferred to the Chinese mainland for processing, and then sold back to Hong Kong as semi-finished products ready for packaging and sale onward to western markets.

Economists have argued that hectic growth in direct exports to China cannot be seen as a substitute for export growth to high value-added markets like the US - for the obvious reason that profit margins on exports to China are much slimmer than they are on exports to affluent markets.

Despite all this, a general view in Hong Kong would be that the opening of the door into China is contributing strongly to the overall economic well-being of the territory's 5.6m people.

The pace of Hong Kong's trade growth over the past two years has been breathtaking. Real growth of imports of 13.6 per cent in 1986 was followed last year by a 31.7 per cent leap to HK\$130.5bn.

Over the same period, domestic exports rose by 16.1 per cent and then 23.2 per cent, to reach

HK\$130.5bn last year. Re-export trade showed the most striking gains, however, with a 14 per cent leap in 1986 being followed last year by a 45.9 per cent jump to HK\$116.9bn.

While domestic exports have grown more sedately in recent months - up by 13.5 per cent between the first four months of 1988, and the equivalent period in 1987, to HK\$60.2bn - re-exports have continued to grow at a giddy rate.

In the first four months of this year, they amounted to HK\$78.5bn. This is up 45 per cent from the first four months of 1987.

The growth in entrepôt trade has been such that re-exports have since November last year been larger in cash terms than domestic exports - the first time this occurred for over three decades.

Re-export trade is almost entirely synonymous with China trade, and is a good litmus of China's export progress, and of the scale of manufacturing activity in the mainland by Hong Kong companies.

It is a measure of how important Hong Kong has become to China as a conduit for foreign trade that the territory last year handled about 36 per cent of China's total exports, and 20 per cent of its imports, for the first time overtaking Japan as China's main trading partner.

The dependence is, needless to say, mutual. From being Hong Kong's 46th most important trading partner in 1978, China is today its first, accounting for 31 per cent of its imports, 14 per cent of its domestic exports, and a third of its re-exports.

At the same time, Hong Kong's main export market - the US - has come to play a much less dominating role. From a peak in 1965, when the US accounted for 47 per cent of the territory's exports, this share has been pared to 33 per cent in the first quarter of this year.

This is in part due to increased sales to Europe and Japan, as Hong Kong's dollar-linked currency has given local manufacturers a valuable comparative advantage in strong-currency markets, but it is also due to the burgeoning trading relationship with mainland China.

It is due, too, to the emergence of indirect trade relations between Taiwan and mainland China over the past two years from which Hong Kong, as the main intermediary, has benefited greatly.

As economists argue over the true value of Hong Kong's re-emergent entrepôt role, the impact on the territory's infrastructure has been striking. Hong Kong's container port at Kwai Chung has leapfrogged New York and Rotterdam to become the busiest in the world, with throughput of almost 3.46m twenty foot equivalent units (TEUs) in 1987.

This was a leap of almost 25 per cent from 1986, and underpinned a government decision to commission a new terminal - Terminal Seven - before Terminal Six has even been completed.

Facing the prospect of further unbridled growth well into the 1990s, government planners are already considering plans to commission terminals eight, nine and ten.

Some of the pressure on Hong Kong's port is due not to domestic exports or re-export trade but, surprisingly, to China's own coastal shipping. For many manufacturers in Guangdong province, for example, it is often simpler to supply domestic markets in northern China by transshipping goods through Hong Kong.

But the pressure is evident in other areas of the infrastructure. The Kowloon Canton Railway, which carries rail cargo between Hong Kong and the mainland as well as an increasing number of passengers, has seen freight from China increase from 1.9m tonnes in 1981 to 3.65m tonnes last year, while goods carried from Hong Kong into the mainland has shot up from 10,000 tonnes in 1981 to 1.1m tonnes last year.

A new road crossing the Hong Kong-China border is being opened shortly with the aim of reducing constant bottlenecks for goods lorries on the existing road crossings.

David Dodwell

Economy

Decisive shift in structure

EVERYTHING ABOUT Hong Kong's economy has been breathless for the past two years.

Economic growth adding up to a staggering 25 per cent over 1986 and 1987, annual increases in exports and investment running at about 20 per cent, and an unemployment rate of below 2 per cent are just a few of the enviable statistics.

Government revenues have exceeded all expectations, allowing a spring budget combining increased public spending, lower taxes and a healthy surplus for the territory's reserve.

Despite last October's stock and futures markets' debacle the property market, the traditional pulse of Hong Kong's economy, has remained strong. Corporate profits are buoyant.

Such spurts are not uncommon in Hong Kong. The economy has always had a boom-to-bust quality about it, which in some respects its volatile stock market has mirrored.

And some of the familiar problems which follow such booms are already emerging. As the economy slows - the government and most independent economists expect "modest" growth in GNP of a mere 5 or 6 per cent in 1988 - inflation has run up to an annual 7 per cent and is still accelerating.

With interest rates moving decisively upwards in tandem, the property market is beginning to look overbought. Full employment and the resulting upward pressure on wages are eroding the competitive gains that the colony has secured by rigidly maintaining its currency's link with the US dollar.

The pessimists in the colony see further parallels with the

**Inflation has run up to an annual 7 per cent**

sharp downturns which have followed previous booms.

The US, still by far the most important of Hong Kong's overseas markets, cannot go on spending beyond its means indefinitely. Once it begins taking the necessary medicine - severe restraints on domestic demand - as in the past Hong Kong's exporters will be among the hardest hit.

Such parallels with the recent cycles are easy to chart, although the signs are that the "bust phase" which Hong Kong might see later this year and into 1989 will not be anything like as severe as that of 1985 when output actually fell. The 1984 Sino-British agreement has taken a great deal, if by no means all, of the political uncertainty out of the equation.

What the comparisons really miss, however, is the decisive and probably irreversible shift in the basic structure of Hong Kong's economy during the last two years.

That shift centres on the territory's re-emergence as an entrepôt for trade and investment links with China, a role it lost during the cultural revolution spanning the late 1960s and the first half of the 1970s.

The re-establishment of its position as China's window on the outside world is not of course a characteristic only of the last two years. It began in 1979 with the Peking government's open door policy and its "Four modernisations" programme.

The combination of the 1984 agreement and the latest eco-

nomie boom, however, have brought a dramatic acceleration in the process. Much of the China's Guangdong Province, which borders the New Territories, is beginning to resemble an extension of Hong Kong, as the colony's manufacturers shift their production across the border.

Between 1m and 1.5m workers in the province's Pearl River delta are working directly or indirectly for Hong Kong-based manufacturers and the number is climbing by the week. According to Mr Alan Maclean, the Hong Kong Government's chief economist, some two-thirds of the estimated US\$8.5bn that China has attracted in foreign investment since 1979 has come from the colony.

The traffic is not one way. Enterprises controlled by Peking have emerged as major players in the Hong Kong property market, in its manufacturing base and in banking. Unofficial estimates by Western diplomats put Chinese investment in Hong Kong at \$US8bn - well ahead of the US\$5bn accounted for by US enterprises.

The links are reflected in an explosion of trade volumes between Hong Kong and China. The volume of Hong Kong's domestic exports to China rose by 32 per cent in 1987, five times faster than its sales to the US. Much of the growth reflects the rapid industrialisation of Guangdong.

China now accounts for just under 15 per cent of all Hong Kong's domestic exports, making it the territory's second largest market after the US, which still takes around 35 per cent. Imports from China are growing almost equally strongly (by 42 per cent in 1987) reflecting both the shipment of products from Hong Kong's own factories in Guangdong and China's decision to channel more of its own exports through the colony.

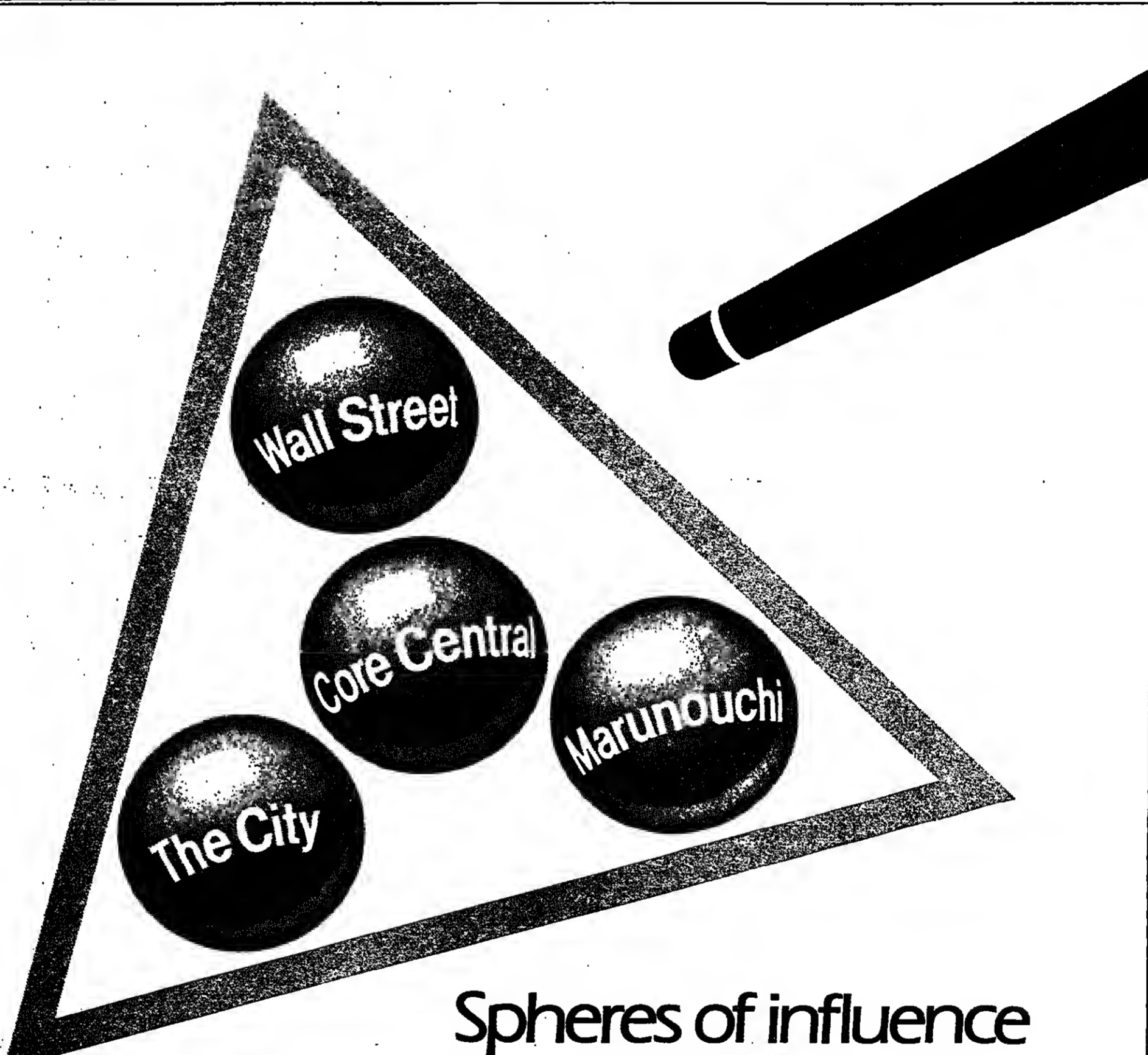
China is also the largest market for Hong Kong's re-exports, which now account for more than 50 per cent of all overseas sales. The latest official statistics show that China was the destination for 32 per cent of the value of all re-exports in the first quarter of 1988. It was also the source of 47 per cent of goods re-exported elsewhere.

The HKS, meanwhile, circulates freely in the Pearl River delta region. The Hong Kong government estimates that at any one time between 20 and 25 per cent of the notes issued on its behalf by the Hongkong Bank and Standard Chartered are on the other side of the border. The exchange controls which are supposed to operate outside Guangdong's special economic zones are barely visible.

Businessmen and government officials in Hong Kong see both distinct economic and political advantages to the process of integration. The processing plants in China have provided manufacturers with land and labour needed for expansion and have enabled them to remain competitive during a period when labour costs within Hong Kong have risen sharply.

In parallel, the trend has accelerated a structural shift in the economy towards the services sector. The move is not confined to industries like tourism, which incidentally is booming, but embraces transport, financial services and telecommunications.

Philip Stephens



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HONG KONG 6

British hongers — traders — symbolise the capitalist spirit

Repositioning is under way



From left: Mr Simon Murray, managing director of Hutchison Whampoa; Mr Brian Powers, chief executive of Jardine Matheson; Mr David Gledhill, chairman of Swire Pacific; and Mr Charles Mackay, chief executive of Incheape Pacific

"WE ARE all groping our way to 1997," said Mr David Gledhill, referring to the uncertainty facing the traditional British hongers — during the nine years before China assumes sovereignty over Hong Kong.

The big four hongers — Jardine Matheson, Swire Pacific, of which Mr Gledhill is chairman, Hutchison Whampoa and Incheape Pacific — have grown up and flourished on the "barren rock" since the Royal Navy, at the behest of Britain's opium traders in the mid-19th century, seized Hong Kong from China.

Now powerful multinational empires with diversified business interests, the hongers are potent symbols of Hong Kong's capitalist spirit, synonymous with its rise as a global trading power. Their investment decisions are accorded microscopic attention by the local media and stock market, which sift their manoeuvres for updated "confidence" readings.

Jardine Matheson's 1984 bombshell, when the "princely hong" moved its incorporation to Bermuda, sent the stock market into a tailspin, and shaved more than 10 per cent off the hong's share price.

That is now a distant memory of the chronic anxiety afflicting

the territory during negotiations between Britain and China on Hong Kong's future. Repeated assurances from China that Hong Kong's prosperity and stability must be maintained appear to have assuaged even the nervous Jardine camp's fears.

The hongers are, nonetheless, acutely aware that Hong Kong's political landscape is rapidly changing; that in future years they will need more than ever before to be fast on their feet. They face increasingly stiff competition from big locally-controlled companies, as well as from mainland traders such as China Resources, Everbright Industrial and China Merchants.

The hongers began repositioning for the future several years ago. Cathay Pacific Airways, Swire's airline subsidiary, sold 22.5 per cent of its equity to the public in 1986 in a move designed to strengthen its claim to being Hong Kong's airline. Fledgling Dragon Airlines, controlled by shipping baron Sir Yue-kong Pao was then trying to expose Cathay's British ownership to gain traffic rights for itself.

Last year, in recognition of the fact Cathay will in future need the support of Peking to gain air traffic rights, Swire sold a 12.5 per cent stake in Cathay to China

International Trust and Investment Corporation, the Peking-backed financial concern.

"Citic is a voice with close contacts with the [Chinese] leadership, a counterweight to whatever CAAC [China's national airline] is doing," said Mr Gledhill. Analysts feel it is inevitable that Citic will in future take a bigger stake in Cathay. Mr Gledhill, noting that Citic originally wanted a bigger stake, doesn't rule that out. Citic's move into Cathay was seen as a crushing blow for Dragonair.

While Swire and Jardine remain predominantly British concerns, Hutchison Whampoa has since 1979 been controlled by Mr Li Kashing, the territory's most dynamic entrepreneur.

With ownership firmly in the hands of a local Chinese, Hutchison appears to face fewer adjustment problems than the British concerns.

But Mr Li has, nevertheless, trumpeted his group's confidence in, and commitment to Hong Kong, backing that with HK\$400m-worth of investments during the past four years.

"To be seen to be investing in Hong Kong is good for our future relationship with China. Investment is one of the keys to our future. No investment — you can

kick this place goodbye. Investment, commitment — and both sides have got a long way to run," commented Mr Simon Murray, Hutchison's managing director.

While Jardine remains unapologetic for the "insurance policy" it took out in 1983 with its move to Bermuda, the princely hong maintains it is in Hong Kong for keeps. "We have always been here, and we are here to stay," said Mr Martin Barrow, a director of Jardine, Matheson & Company.

Though cynics accuse the Jardine camp of slowly selling down its Hong Kong businesses during the past 10 to 15 years, the group points to the recent purchase of additional shares in its huge property subsidiary, Hongkong Land, from a consortium of local predators led by Mr Li, as evidence of its faith in the future.

While Jardine, Hutchison and Swire are no longer purely trading companies — each has a substantial property portfolio — Incheape has in recent years moved back to its roots as a trading, marketing and services company.

When, as a result, Incheape sold its Worldwide House headquarters a few years ago, it was immediately accused of lacking

confidence in Hong Kong. Shrugging that off as almost inevitable in sensitive Hong Kong, Paul Cheng, executive director, says the group sees huge potential for developing its business in Hong Kong, and with China.

Incheape's two-way trade with China now totals HK\$1.1bn annually. "China is very important not only to Hong Kong, but to Incheape as well. Looking at the future, one needs to focus on developing a strategy for Hong Kong and China. We are now doing that," Mr Cheng says.

The question remains, however, whether the British-controlled hongers can retain their prominence under Hong Kong's post-1997 administration. Few people deny the hongers have in the past benefited from close links with the colonial administration. Even now government critics say the "one Hong Kong, one route" aviation policy is a clear example of gross favouritism towards Swire and Cathay Pacific.

"As Hong Kong comes under local management, I expect that local companies would benefit more from that than the hongers," said Mr Cheng. Mr Murray acknowledges that having a Chinese chairman is a huge advantage for Hutchison's business dealings with China. The Chinese government "will come to us before they will go to more British-orientated companies," he said.

The British hongers are not too concerned by this. They feel China's commitment to maintaining Hong Kong's international characteristics will act as a buffer against excessive favouritism. "China has gone out of its way to assure us that it is absolutely essential British companies remain a substantial part of Hong Kong," said Mr Gledhill.

PICK UP the paper almost any day of the week in Hong Kong and you'll find that one of the hundreds of identifiable mainland China companies in the territory has bought a hotel, sold an apartment block, redeveloped a site or launched a new project as if to the manner born.

You would not guess that just a decade ago the kingpins in this latest trend were unbending communist officials.

No one knows for sure how many businesses with part-mainland ownership exist in Hong Kong, but the total has been put at over 6,000. More conservatively, the US and Foreign Commercial Service estimates the figure at around 1,500. Over 400 listed by Hong Kong's American Chamber of Commerce reveal interests in property, banking, insurance, manufacture, trade and much more besides.

Some of these companies sprang up almost 10 years ago as China's reform gave its enterprises some rights to operate freely and open offices abroad. But most started operation in Hong Kong in the changed climate after the 1984 Sino-British Joint Declaration on Hong Kong's return to China.

Some are large new companies like the China International Trust and Investment Corporation (Citic), others are part-owned by old-established groups like China Resources, and yet more have been set up, initially as trading offices, by China's provinces and major cities.

These last now run companies in the territory from which they wheel, deal and conduct what is euphemistically called "liaison". Tsui Szeman, editor of the Peking-orientated Mirror magazine, recently accused their management of far too much wining and dining and a team of officials from China is expected in Hong Kong to clean them up.

The value of mainland investment in Hong Kong is estimated at HK\$8.10bn. "They're here to make money by churning property," said one observer. "Last March (1987) Citic bought a hotel from Cheung Kong for HK\$250m, in June they sold it to Tian An (part owned by China Resources) for HK\$30m, and in September Tian An sold 70 per cent to Sino Land for HK\$380m and then parted with the final 30 per cent this April, making a total of HK\$460m."

The biggest players in this investment game are the old hands such as the Bank of China group, China Resources, China Merchants, and the China International Travel Service. They have been joined by new boys Citic and Everbright (run by Wang Guangying, favoured brother-in-law of China's late president Liu Shaoqi).

These are multimillion dollar companies, now seeking to invest not just in medium scale industry, transport or property but in Hong Kong's leading developments. Citic, already participating in the construction of the second cross-harbour tunnel, bought a 22.5 per cent stake last year in Hong Kong's airline, Cathay Pacific. In addition it bid, though unsuccessfully, in a group seeking to build the HK\$2bn Tse's Cairn road tunnel.

"The old companies like China Resources or China Merchants used to stick to banking, department stores, or lightering," said



Offices owned by mainland China: Guangdong province seems about to join the big players

As if to the manner born

a Hong Kong economist. "Now they're into all sorts of things — manufacturing (with 15 per cent of the local manufacturing industry), tourism, and services, as well as property and construction."

Guangdong province seems about to join the big players. Guangdong Provincial Posts and Telegraph Bureau is buying HK\$65m-worth of shares in Hong Kong Telecommunications, subsidiary of Britain's Cable and Wireless. The province already has an important stake in the territory through its Guangdong Enterprises (Holdings) Ltd. The business of its 23 wholly-owned subsidiaries ranges from fashion to electronics to construction. Guangzhou (Canton) city has five, including the Yue Xue Enterprise Co, which itself has nine subsidiaries and 16 affiliates.

Yue Xue has reportedly already raised HK\$50m on the Hong Kong market and planned further borrowings of over HK\$20m to finance further projects in Guangdong and Hong Kong. It has a 50 per cent stake in Wah Shing Toys which was floated on the local stock market in 1987.

According to one estimate, mainland-linked companies own 15 per cent of the equities traded on Hong Kong's stock market. Undoubtedly they got their fingers burned in last October's crash, but the general feeling is that they have more than balanced their losses with gains on the property market.

China Merchants, for instance, which owns more than half the Union Bank, originally an old-fashioned family bank, lost heavily last October through the bank's brokering arm which had clients who were trading on the futures exchange. It has since hived off the brokerage business.

China Merchants and China Resources, which transport and deal in Chinese goods, have seen their profits rocket in recent years as Hong Kong's trade with China has soared. The China International Travel Service has gained, too, as tourists from around the globe descended on China for their once-in-a-lifetime trips.

This new money has been a key factor in fuelling Chinese investment in the territory. Even the seemingly staid China Merchants, with wharves and warehousing in Hong Kong plus profitable management rights in the Shekou industrial zone just across the border, has gone into property by building apartments.

A lot of investment goes back to China from big players like Everbright, which are building a number of hotels on the mainland. Even the smaller operators find this convenient because as Hong Kong-based companies, they get the Chinese tax advantages allowed to foreign investors in China.

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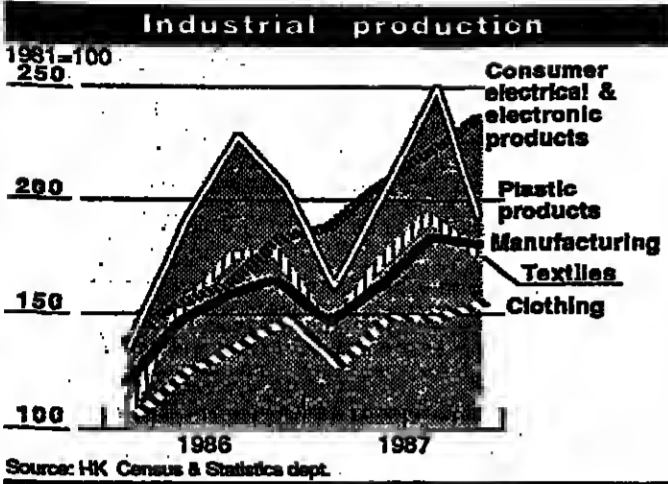
HONG KONG 7

HONG KONG

香港

Manufacturing

Grasping the opportunities



KADER, HK Metals and Plastics, Hung Lee Toy Manufacturing, read some of the garish signs outside the scores of Hong Kong manufacturing plants lining the highway to the border between the British colony and China.

Nothing surprising about that perhaps - except that this particular stretch of the road is on the Chinese side of the border.

The approach to 1987 may be generating a good deal of personal unease about the future among the captains of Hong Kong's industry, but they appear equally determined not to miss the immediate opportunities.

The shift towards closer economic integration foreshadowed by China's "open door" policy in 1978 and the acceleration of that trend since the Sino-British accord of 1984 have provided Hong Kong's industry with abundant supplies of its two most precious resources - land and labour.

It has not been slow to seize them. As a result, the government now estimates that there are perhaps 1m to 1.5m workers on the mainland making toys, electronic gadgets, watches, handbags and shoes and other products for Hong Kong-based manufacturers.

China has provided a reservoir of cheap workers

That compares with the less than 900,000 people employed in manufacturing within Hong Kong's borders and means that the colony's industry has more than doubled its workforce within the last decade.

There are few reliable statistics but officials on both sides of the border do not quarrel with estimates that at least 7,000 Hong Kong companies have established processing plants or joint ventures on the mainland. Most are sited in the southern province of Guangdong, spilling out from the special economic zones into almost every significant town.

Typically, the plants are processing facilities for raw materials supplied from Hong Kong. The Hong Kong manufacturer provides the machinery and expertise, the local Chinese municipal or provincial authority contributes the factory and the labour. The output is shipped back to the colony for finishing or simply for packaging before being exported to their final destination. Some may also be sold on the domestic Chinese market.

The competitive benefits for Hong Kong's manufacturing industry are obvious. China has provided a reservoir of cheap workers at a time when the colony's own labour market has been stretched to the limit by hectic economic growth. According to companies with plants in the region, pay rates in Guangdong average perhaps only a fifth or a quarter of those in Hong Kong.

In the low-tech, labour-intensive, industries such as toys, textiles, plastics and watches, which represent the bulk of Hong Kong's manufacturing base, that competitive edge has been vital in defending the colony's overseas markets. Only the garment industry, in particular knitwear manufacturers who are subject to complex international quotas and stringent country of origin requirements, has been limited in the extent to which it can take advantage of the trend.

Mr Dennis Ting, chairman of toy manufacturer Kader, says that around 80 per cent of his 10,000-strong workforce is in mainland China. Despite lower productivity, the cost savings are enormous. Mr David Yeh, the chairman of rival toymaker Universal Matchbox, agrees that the expansion into the mainland has been an essential ingredient in allowing Hong Kong manufacturers both to expand their capacity and to remain competitive.

And over the last two years they have certainly done both. The volume of Hong Kong's domestic industrial output, which captures only a small part of the additional production in mainland China, rose by over 16 per cent in 1987, although the

pace of growth slowed in the second half of the year. Output of consumer electrical and electronic products jumped by a staggering 35 per cent.

Exports rose even faster, boosted both by the cost advantages of production in China and by the competitive edge provided by the Hong Kong dollar's depreciation against most major currencies.

The government estimates that domestic exports to the rest of the world rose by 23 per cent in real terms during 1987. Re-exports, which capture both the shipment of raw materials to Chinese plants and the export from Hong Kong of the eventual output from those factories, surged by 46 per cent.

In parallel, China has emerged as Hong Kong's second most important market for domestic exports, taking around 15 per cent of its total overseas sales. Mr Yeh speaks confidently about the prospects of selling his Matchbox toys to 500m Chinese children.

But such dynamic growth in output and in trade with China over the past two years has not left Hong Kong industry without its problems. For the immediate future the fortunes of the majority of manufacturers will still depend to a significant degree on demand for their products from the US. Though the proportion has been falling, the US still takes around 35 per cent of domestic exports.

Manufacturers are diversifying. Sales to West Germany, to Japan and to Britain all rose strongly in 1987. But the collapse late last year of the US toy company Worlds of Wonder, which brought substantial losses for Hong Kong manufacturers, underlined just how vulnerable Hong Kong's industry remains to the vagaries of the US market.

The old cliché that when the US sneezes, Hong Kong catches a cold is still valid. In those circumstances, the expectation that the November presidential election will be followed by more substantive efforts to reduce the twin US budget and trade deficits is hardly auspicious.

The pressures for short-termism will intensify as 1997 looms nearer

The large-scale, increasingly high-tech industries in those countries do not find a parallel in Hong Kong, which instead relies on thousands of decidedly "low-tech" companies industries to generate export revenues.

In key sectors like consumer electronics, toys and clothing, Hong Kong's companies are essentially Original Equipment Manufacturers (OEM) without their own brand names and marketing structures.

Design and innovation remain weak. Investment, though recently very strong, is typically aimed at projects which will give a complete "payback" in three or four years time rather than at establishing a technological lead. The pressures for such "short-termism" will intensify as 1997 looms nearer.

The expansion into Southern China has kept Hong Kong competitive and has given it a breathing space. But as other less developed nations in the region - Thailand, Malaysia, the Philippines - have built up their own industrial infrastructure, Hong Kong's breathing space has been curtailed.

The territory may no longer rely on plastic flowers, watches, cuddly toys and t-shirts, but it is open to question whether it has moved far enough along the road of technological development to be sure these countries will not soon be breathing hard down its neck.

Philip Stephens

Hong Kong's role as a foreign investor in China is now substantial

Wealth in the Chinese hinterland

THE HONG Kong government economist Mr Alan Maclean has a vision of Guangdong province as an industrial hinterland for the 21st century financial centre of Hong Kong. As the cities of the world develop, they increasingly export their manufacturing jobs to poorer regions. Hong Kong's transfer of processing work to Guangdong and, to a lesser extent, elsewhere in China, may simply be following a global trend.

As an expanding service centre, Hong Kong has resumed the entrepôt role it played before the bamboo curtain came down during the Korean War. In 1949 China took a quarter of Hong Kong's exports and re-exports, a share which by 1982 had dropped to 2 per cent. By 1987, at 28 per cent, it was almost back at its end-of-the-war volume. Imports show the same pattern, though mitigated by the fact that Hong Kong always imported food, even in the "closed door" period.

Today, a very large proportion of what appears in the exports and re-exports to and from China is accounted for by the processing business. These figures are likely to rocket as business develops. For instance, jeweller and property developer Cheng Yintung, chairman and managing director of New World and Chow Tai Fook jewellery, has started up diamond cutting workshops in

his home town in Guangdong province. The value of gold and diamonds soon to be crossing the border is likely to be huge. Hong Kong's role as a foreign investor in China is now enormous. It is the source of around 75 per cent by number of projects and about 70 per cent by contract value. The total amount of foreign investment (including processing agreements, which the Chinese include) up to the end of last year was US\$22bn, of which US\$3.5bn had been spent.

"Guangdong's share is around 40 per cent of what the whole of China has acquired," Alan Maclean says. No other province or municipality has more than about 5 per cent. And the total is ballooning all the time.

Some 30 per cent of the total investment in Guangdong comes from Hong Kong. About a million workers in Guangdong are now estimated to be directly or indirectly employed on some 7,000 part-Hong Kong projects. This contrasts with a labour force within Hong Kong itself of only 900,000.

The importance of Hong Kong as an employer in China can hardly be exaggerated - annual per capita income in the Pearl River delta is reckoned to be around US\$1,000, compared with a national average of about US\$300 and almost all this new wealth is due in some way to the



Lorries wait to cross into China

Hong Kong connection.

Booming industry in the Pearl River delta has drawn workers from all over China, so Hong Kong's largesse is being spread wide. Construction tycoon Gordon Wu estimates that there are two million workers in Guangdong from other provinces. In Foshan alone there are as many as 5,000 from other parts of China, particularly the inland province of Anhui.

There are three powerful reasons for the spurt in investment from Hong Kong. One is the rising cost of wages in the territory, which is making exports expensive. Monthly pay rates are around HK\$2,500 compared to about \$700 in Guangdong.

Another is the acute labour shortage, which has made it difficult to recruit workers even at good rates of pay.

The relatively unsophisticated processes are still the ones exported. Hong Kong companies have eased the management problems by despatching a handful of staff to supervise, while finishing is carried out in the British territory. A major part of the work is in textiles and garments, while Hong Kong's toy industry - in trouble because of a slump in the US market - has moved 50 per cent of its operations across the border.

Other industries include stalwarts such as electronics, watches and artificial flowers.

The third reason for the investment boom is the new activity of the mainland-based companies now operating in Hong Kong. The big players like Everbright, have an important role, but so do much smaller enterprises set up by the provinces. These use their position to keep substantial quantities of foreign exchange in Hong Kong, avoid Chinese taxes since they are "foreign" companies when they invest in China, and acquire equipment for partners inside China without the usual bureaucracy.

China Resources, one of the oldest and largest mainland companies in Hong Kong, has committed more than HK\$800m to China. Everbright, Citic (China International Trust and Investment Co) and the China Merchant Steam Navigation Co are likewise involved. There are also a number of important local entrepreneurs joining in, like Henry Fok, chairman of the Chinese Chamber of Commerce.

Big projects include hotels which were popular until 1986 when the Chinese government put the brakes on, fearing there would be too many. But in any case hotel management problems have proved horrendous, while currently bitter rows are proceeding over hotels in Chungking and Guijin over allegations of corruption and theft.

Apartment blocks, many of

which are now being built by Hong Kong companies, seem a likely substitute. Huge industrial projects like power stations are for the few, like Citic and Hopewell, both of which are substantial enterprises.

Hopewell is run by possibly the most spectacular player in this investment game, Princeton-educated construction tycoon Gordon Wu. He claims to be the world's largest investor in China, having already committed US\$700m to the country. He too believes that Hong Kong must develop its natural hinterland, the Pearl River delta, and is confident that his investments will promote this.

"It happened in Japan, Korea and Taiwan," he said. "We must switch here to higher tech jobs and give the others to China. My motivation for investment? I want to be here in 1997."

His main projects currently under way, the HK\$10bn highway linking Hong Kong, Macao and Canton, the (completed) Shajiao B power station and the new generating equipment he plans to add, can all be seen in the context of boosting prosperity by opening up industrial prospects in Guangdong.

"I'm never content unless my neighbours make money," he comments.

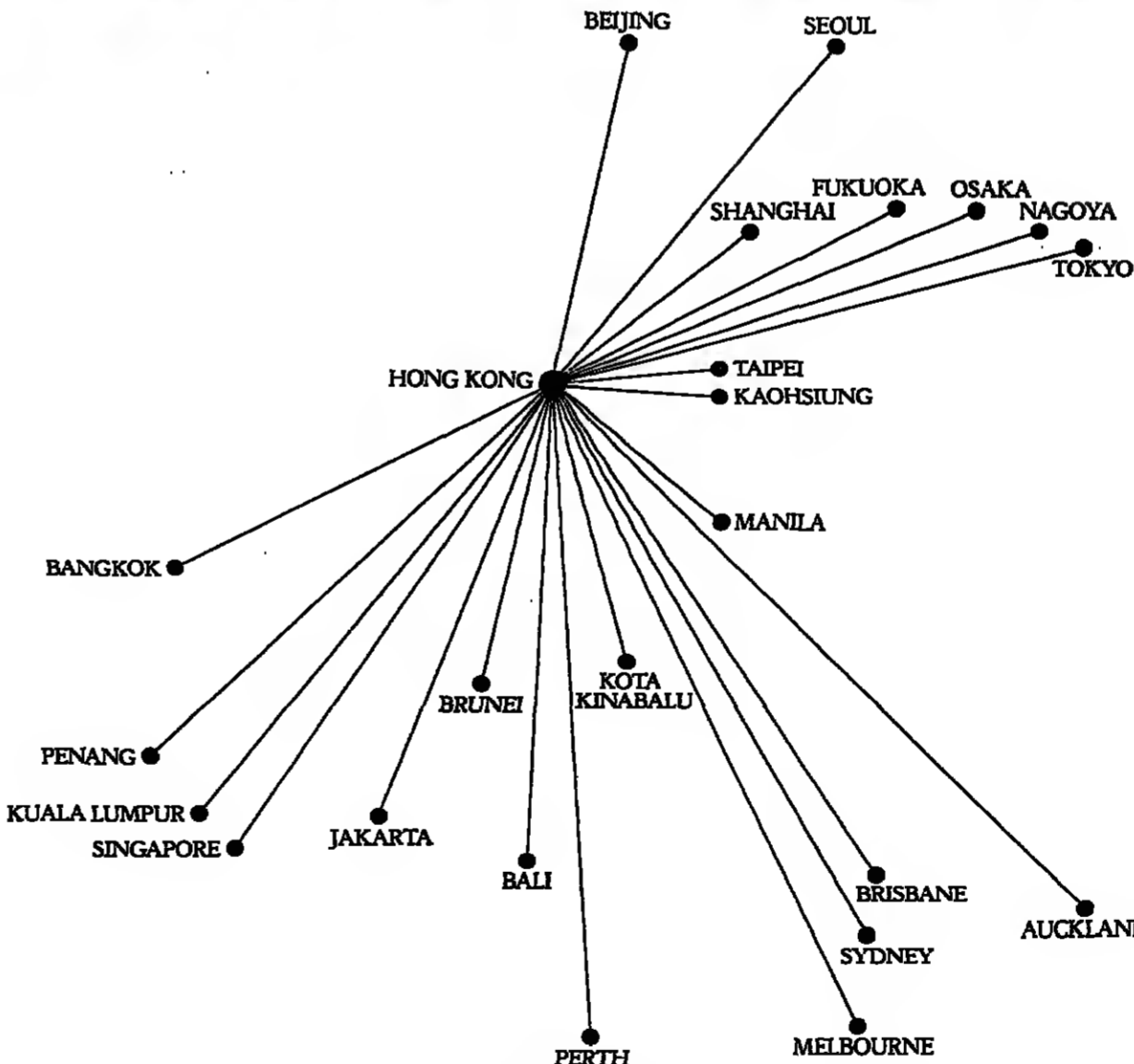
Colina MacDougall

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HONG KONG 8

Air traffic negotiations

Set to be grounded

WHEN BRITISH and Chinese air traffic negotiators meet in Peking next month, it is a safe bet that they will be at loggerheads within minutes. Talks a year ago ended in stalemate, and there are no obvious reasons why the outcome should be different this year.

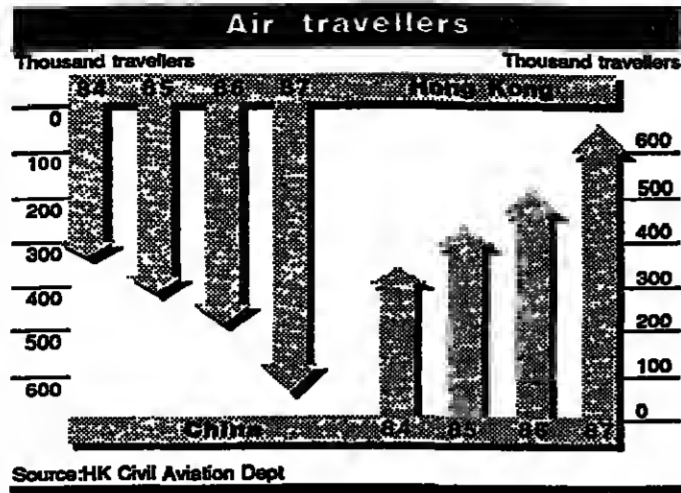
The main casualties of this stalemate will be Hong Kong's two locally-based airlines - Cathay Pacific and Dragonair. The odds are that China's national airline - CAAC - will for the time being fail to make the predatory inroads into Hong Kong that it would like. But anyone searching for signs that China will honour commitments to maintaining the territory's post-1997 autonomy as an air traffic centre will probably search in vain.

"CAAC is internationally famous for being impossible and unreasonable - whether it is dealing with Hong Kong or a second country," commented Mr Rapbael Hui, who heads the Hong Kong contingent in the British negotiating team in Peking. "Difficulties are compounded for us because China does not accept Hong Kong as a separate country."

Cathay and Dragonair will be casualties because both are seeking to win the right to fly more scheduled flights into the mainland - and the chances are that both will emerge unsatisfied.

For Cathay, the call is for extra flights to Peking - where it currently flies three times a week - and Shanghai, where it operates four flights weekly. It has been rebuffed twice in the past, and cannot be optimistic of a breakthrough this time, despite the clearly demonstrated need to provide extra seats on these two spiral routes into China.

The pitch is queered by the fact that Britain's national carrier, British Airways, has stuck doggedly to its long-standing right to operate services from London to Peking through Hong Kong. CAAC insists that this means two "British" carriers are operating the Hong Kong to Peking route, whereas only CAAC operates into Hong Kong from the Chinese side.



Source: HK Civil Aviation Dept

British Airways, has stuck doggedly to its long-standing right to operate services from London to Peking through Hong Kong. CAAC insists that this means two "British" carriers are operating the Hong Kong to Peking route, whereas only CAAC operates into Hong Kong from the Chinese side.

The fact that CAAC operates 60 flights a week into Hong Kong, compared with a combined total of 8 flights by BA and Cathay appears to count for nothing. The position is only sustainable when it is recalled that Peking insists that Hong Kong is not British, but Chinese territory, and that British carriers are allowed to operate out of the territory only under sufferance.

Dragonair has even more at stake, as it bids for existing charter services to eight mainland cities to be upgraded to scheduled flights. Dragonair has had steady losses since it began operation almost two years ago and cannot advertise its mainland

flights until these are recognised as scheduled services.

An anomalous curfew at Hong Kong's Kai Tak airport, which bans afternoon flight movements by charter operators, gives added urgency to the need to upgrade scheduled services. Dragonair has just three aircraft, all of them operating short-haul services in the region, so the ban imposes crippling inefficiencies in airline use.

"We could get another 15 per cent out of our schedule if we had freedom to fly through the curfew," says Mr Jim Foster, Dragonair's general manager. This would lift daily utilisation from seven to eight hours. As an "upstart" on Hong Kong's aviation scene, Dragonair has more than CAAC as an adversary. In fact, to the contrary, it argues in its battles with Cathay Pacific and Hong Kong's civil aviation authority that it has a special favoured relationship with China's national airline.

It has fought bitterly and in vain over the past three years to win the right to operate services to Peking and Shanghai. Even since winning its case in front of Hong Kong's Air Traffic Licensing Authority (ATLA), a government policy of allowing only one airline to operate on any one route, has kept its ambitions grounded.

Jim Foster insists that the government, in cahoots with Cathay as the "established" airline, is blocking Dragonair against the public interest. He cites a letter from Fu Yizhou, former head of CAAC, assuring Dragonair that an application to operate flights from Hong Kong to Peking and Shanghai would win approval. Where Cathay has failed to win the right to operate additional flights, Dragonair can succeed, he insists.

Hong Kong aviation officials freely admit that they are pressing Cathay's interests at the expense of Dragonair. They note that Cathay has been bidding to operate more regular services to Peking for six years - starting long before Dragonair was formed - and pour scorn on the claim that Dragonair is in any

way seen as Hong Kong's favoured carrier.

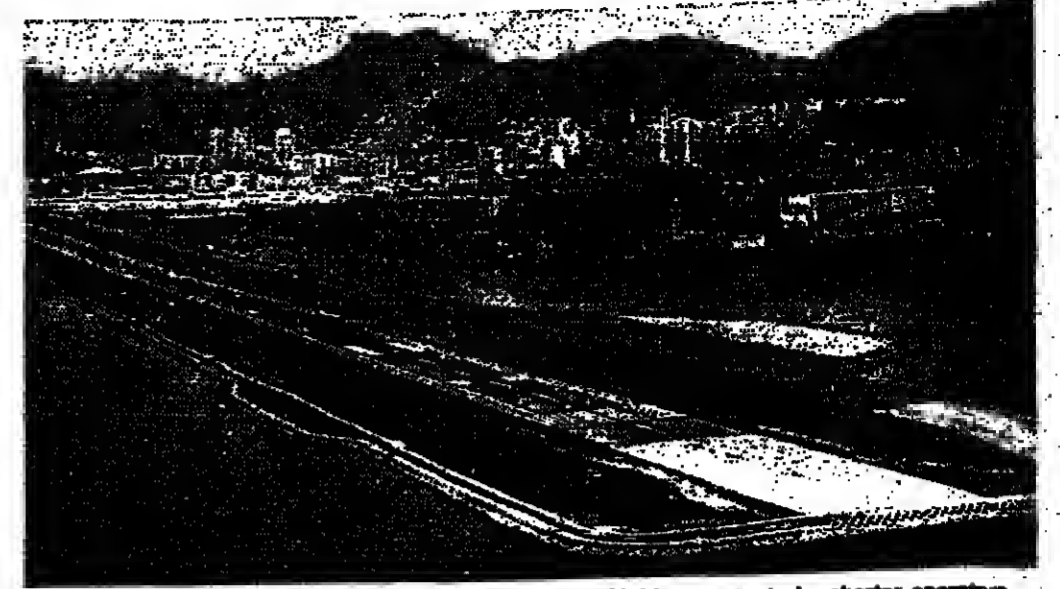
On the contrary, they suggest that CAAC has cleverly raised Dragonair's hopes in an attempt to "divide and rule" in its air traffic talks on services between Hong Kong and the mainland.

Whether they are right or not, as a regional carrier with an increasingly comprehensive route network inside China, Dragonair has a strong prima facie case for being allowed to operate services to Peking and Shanghai, and if China's aviation authorities persist in rejecting Cathay's appeals, the authorities may eventually have no choice but to allow Dragonair to test the truth of Fu Yizhou's letter.

Two unique developments over the past year provide the glimmer of a chance that CAAC will enter this year's air traffic talks in more pragmatic mood. First is the emergence of five regional airlines in China, which are now supposed to be operating independently of CAAC, and are all keen to negotiate rights to fly to Hong Kong.

Second is CAAC's desire to win "fifth freedom" rights of flight through Hong Kong. This involves the right to drop off and pick up passengers in Hong Kong on flights starting or finishing in Peking and operating to the Pacific, the Australia, the US, or Singapore.

Clearly demands from CAAC for more scheduled flights into Hong Kong for the country's



A curfew at Hong Kong's Kai Tak airport bans afternoon flight movements by charter operators

regional carriers will be met by counter demands for more scheduled services into the mainland for Cathay and Dragonair. It is thought that delays in Peking over setting dates for the latest round of air traffic talks is linked in part to difficulties in reaching agreement between CAAC and the regional carriers on the package of demands to be presented to the British negotiating team.

The call for fifth freedom rights was initially made last year, caught British negotiators

off guard, and played a large part in the talks grinding to a halt. Hong Kong's position appears to be that a deal on fifth freedom rights is just a matter of horse trading - but this is probably an oversimplification.

Apart from the fact that such "horse trading" would be horrendously complex, British negotiators must be wary of fifth freedom requests because under the terms of the Sino-British Joint Declaration on Hong Kong's post-1997 future, such routes

would after 1997 be under the direct control of Peking.

Concentration on air services into China may seem to distort Hong Kong's wider aviation picture, since they accounted for just 12 per cent of the 74,000 flights into and out of the territory last year. Certainly for Cathay, which has built up a worldwide network of highly lucrative routes over the past six years, services to Peking and Shanghai are hardly critical to profitability. David Dodwell.

Telecommunications

An enviable monopoly

communications Bureau (PTB) into HK Telecom as an investor. This unprecedented investment by a mainland utility is negligible in cash terms - accounting for a bare 0.1 per cent of HK Telecom's issued share capital - but of immense importance as a mark of mainland commitment to the development of China's telecommunications infrastructure.

A more substantial investment - both by the Guangdong PTB and by the China International Trust and Investment Corporation (Citic) - cannot be ruled out.

Less cosmetic has been the consolidation of close business links between Cable & Wireless and mainland China, mostly through Hong Kong.

Over an eight year period, the UK group has played a major role in setting up five major telecommunications projects in China - all but one of them in Guangdong province adjoining Hong Kong.

China's first microwave network - a 1,000km grid spanning the entire length of Guangdong - was completed two years ago, mostly after Shenzhen, a joint venture company with Cable & Wireless as a partner that provides the special economic zone of Shenzhen with a state of the art digital exchange system, came into operation.

Work is almost complete on a 20,000-line optical fibre cable link between Guangzhou (Canton), the capital of Guangdong province, and Hong Kong. Also in the Guangzhou area, a "Unifacs" cell network has been in operation enabling the use of mobile telephones in the Pearl River Delta area.

The net result of these projects in which Cable & Wireless has normally acted as "honest broker" advising on the best equipment to buy, and how to make sure it is all compatible rather than providing any hardware of its own - has not only put Guangdong light years ahead of the rest of China in telecommunications terms, but has given the UK group a close working relationship with the telecommunications authorities both in Guangdong and in Peking.

This explains in part the recent success in setting up a joint venture with Citic, and Hutchison Telecommunications (normally a fierce competitor) to launch a domestic telecommunications satellite over China.

The new satellite, to be called Asiasat, will be the first in opera-

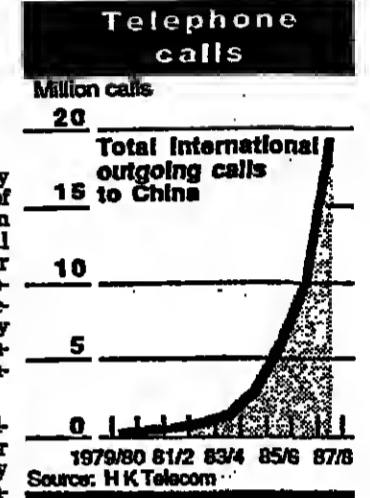
tion over China, and will provide television and telephone links to the most remote parts of the Chinese mainland. It is due to be launched in 1990 on a Chinese "Long March" rocket.

Further links between China and Hong Kong are also being discussed with Cable & Wireless - most important of which is perhaps the possibility of the Guangdong PTB buying a dedicated channel on Cable & Wireless' global highway cable link to Japan.

Such a development would be an important step towards Hong Kong becoming a gateway for international telecommunications traffic to and from the

mainland. Peking's sensitivity over the sovereignty aspects of telecommunications may mean that such a gateway role will never be formalised until after 1997, but all of these developments suggest that Cable & Wireless may be well placed to play an important role in the evolution of China's telecommunications well into the 21st century.

This may be a source of jealousy for competitors, but for Hong Kong in general, it is likely to be no bad thing. It will reinforce the city's role as South China's main telecommunications hub, and will give Cable & Wireless a vested interest in keeping the territory at the fore-



Source: HK Telecom

front of telecommunications developments into the next century. David Dodwell



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The securities market needs to decide on its style

Davison report details programme of reform

A BOOM-to-bust casino where speculators take their chances...

Any remaining hopes in the colony that the implications of last October's stock and futures markets crash might be quickly swept aside were exploded earlier this month with the publication of an independent report on the debacle.

The stock exchange, the government, local brokers, international securities houses and general merchant banks have all allocated varying shares of blame for the events that led to a four-day closure of the stock market and forced a HK\$2bn rescue of the futures market.

Just as importantly, Mr Ian Hay Davison, the report's author, has laid out what he believes are the essential ingredients of a programme to restore the markets' tattered reputation.

Even then he appears far from certain if the Futures Exchange, at present heavily ticking over and gradually running out of cash, can or should be saved.

The report, which advocates a new regulatory framework for the industry and an overhaul of the stock markets' management structure, has elicited supportive noises and promises of action from the government.

Mr Piers Jacobs, the financial secretary, insists that he is anxious for implementation in "months, not years".

It has also, however, attracted sharp criticism from powerful

members of the local broking industry and uncovered considerable apathy within sections of the institutional community.

Mr Davison himself admits that there is a "grave danger" that bureaucratic inertia and powerful vested interests may deal a fatal

blow to some of the key recommendations.

The Litmus test, he believes, will be the speed or otherwise with which the Government acts to implement the two central planks of the report: the transformation of the existing Securities Commission into a powerful, independent body and the reshaping of the stock exchange to create a more broadly-based council and a strong management structure independent of the members.

A whole string of other changes - ranging from longer and computerised settlement procedures to arrangements to allow short selling of stocks - could then follow over the next year or so.

The crux of Mr Davison's judgement is that the local brokers, led by Mr Ronald Li, who

were running the exchange until October, operated it in their own vested interests rather than for the benefit of the wider community.

It is not a judgement, however, that is universally shared. Notwithstanding the charges of

alleged corruption now facing him, Mr Li remains a (somewhat feared) hero in the local community.

His success in welding the four former exchanges into one in 1986, the explosion of turnover in the unified market up until October, and the immense profits to be made before the crash also wins him a number of admirers among international brokers.

That is not to say that nothing has changed since last autumn. Mr Robert Fell, brought in as the exchange's temporary chief executive to clear up the initial mess, has already implemented a number of reforms.

The exchange's listing department, has been reshaped and expanded, while it has lost the power over the pricing of new issues which was the source of many of the pre-October abuses.

It is far less clear, however, that they will accept meekly recommendations that would effectively deprive the local community of its control of the exchange. The principle that only

Disclosure rules have been tightened, new restrictions placed on warrant issues, and a new compliance department is being set up to oversee the exchange's 760 members.

More prosaically, but illustrative of the sorry state of affairs pre-October, Mr Fell has established an accounting system which for the first time will track the exchange's own income and expenditure.

The Futures Market, meanwhile, has introduced new, tougher, capital requirements, tighter compliance rules, and more stringent margins and position limits in an effort to reassure members and investors that a repeat of October's large-scale defaults is impossible. It has also been seeking, so far unsuccessfully, to secure a substantial increase in the funds available to the exchange's Guarantee Corporation.

Overall the changes in both markets have attracted some criticism from local brokers but have by and large been accepted, perhaps because the outstanding charges against Mr Li have deprived them of a charismatic leader.

Regulation has to take account of the special characteristics of the Hong Kong market, where

most companies are run by their owners, with perhaps only 25 per cent of the shareholding in public hands. That makes the line between, for example, insider and honest trading distinctly blurred.

There is also a view that international investors do not look to professional management.

The report recommends that the government pass legislation to empower the Securities Commission to amend the articles of the Stock Exchange so that such structural changes can be speedily implemented.

4. If the Futures Exchange is to continue in operation it should set up an improved risk management system and a guarantee backed by members of the Exchange.

5. The existing 24-hour settlement system for equity trading should be replaced by a three-day period with computerised settlement procedures.

Mr Robert Yue, the chairman of the present management committee, is adamant that no member of the exchange should be eligible to join the committee unless he or she has put up money as an individual to buy a seat. More generally, he adds that "There is nothing wrong at the moment except for a few small things. I cannot see how people from outside know how to run it (the market) better."

Mr Yue does little to disguise a general undercurrent of resentment among domestic brokers against the outsiders, or "gwai-los" as they are known locally.

Not everyone in the international community is so convinced that the choice is as stark as that pointed by Mr Davison. Sitting in the offices and speaking on the record, European and US brokers are almost unanimous in the view that the market needs "cleaning up".

Relaxing over a drink and commenting off the record many of the same people are sceptical about how much more change is necessary or desirable.

Regulation has to take account of the special characteristics of the Hong Kong market, where

last year but most of the Davison's suggestions are irrelevant," comments the managing director of one large international securities company before adding: "But I don't want to be seen as rocking

the boat so don't mention me by name".

Others are less sanguine that that style of market will be able to withstand the competition of other regional centres into the 1990s. According to Mr Alexander Thomson, managing Director of Goldman Sachs (Asia), an unformed Hong Kong would run the risk of becoming marginalised.

Hong Kong needs to attract stable international investment funds, rather than simply hot speculative funds, if it is to continue to prosper, he says.

That view is echoed by Mr Francis Yeun, the managing director of Citicorp Scrimgeour Vickers, the man wanted by the government to take over as the permanent chief executive executive of the exchange.

Mr Yuen plans to make his decision on the offer in the next month or so and admits that he is intrigued by the challenge. He insists, however, that "Unless [Davison] changes are made I do not want the job."

Whether or not he is installed in his new office come September may well provide the best clue to just how far the government is willing to match its words with actions.

Philip Stephens

Banking

Giants of the mainland stir

THE LAST two years could hardly have been better for Hong Kong's overcrowded banking industry.

Memories of the seven bank failures during the dark days of 1983 to 1985 have receded as a booming economy has fuelled buoyant profits growth. The fact that Hong Kong now boasts one bank branch for every 3,600 people has not deterred a further steady flow of foreign institutions into the colony.

Economic growth of over 13 per cent, a renewed surge in property prices and an explosion in trade volumes, particularly with China, provided the recipe for investment in profits averaging 20 to 30 per cent last year. The expectation is for a similarly strong performance in 1988, with a slowing economy beginning to take effect only next year.

That combination of buoyant domestic demand and of Hong Kong's re-emergence as an entrepot for trade with a modernising China has provided the opportunity for the colony's long-sleeping giants - the banks controlled by the People's Republic - to flex their muscles.

As Hong Kong's manufacturers have pushed ahead the process of economic integration by seeking land and workers in mainland China, so the 15 banks linked to Peking have decided that they have a more prominent role to play in Hong Kong.

The 13 so-called sister banks in the Bank of China group and the two - Ka Wah and Union Bank - operating outside the group have upgraded their retail banking services and have moved aggressively into the domestic mortgage market. In parallel, they are rapidly developing their skills in merchant banking, in foreign exchange and in loan syndication.

If there is an irony in commu-

nist-controlled banks seeking to attract customers by installing screens with real-time foreign exchange and stock price quotes in the windows of every branch, it apparently escapes them.

Senior officials at the PRC banks are anxious to downplay any suggestion that the eventual aim might be to dislodge the Hongkong and Shanghai Bank from its longstanding pre-eminence in the local market. With an acute sense of the need to preserve confidence as 1987 looms nearer, they insist that their primary goal is to increase their own contribution to Hong Kong's prosperity.

There is also concern to dispel the notion that their principal role is as a conduit for the transfer of funds from Hong Kong to the mainland.

Mr Wu Kuowah, the general manager of the BOC group's regional office, is keen to point out that although it does channel resources to China, more than 70 per cent of the group's outstanding loans and advances at the end of 1987 were for clients in Hong Kong. What is less clear, however, is the extent to which those loans were used to finance projects in China.

He also quotes from the draft Basic Law recently presented by the Peking Government as the basis for its administration post-1997. He notes that it pledges that the authorities shall "create conditions and take measures for the maintenance of the status of the Hong Kong Special Administrative Region as an international financial centre".

Within that framework the sister banks are out to match the standards offered by the best of the around 160 local and international banks in the colony.

Their efforts are reflected in a

Continued on page 10



Mr Anthony Nicolle, the Commissioner of Banking

Real estate advertisements for various properties including Broadwood Park, Malabar Centre, Greatmany Plaza, Bond Centre, and others, managed by First Pacific Davies Properties Limited.

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HONG KONG 10

Prices and rents stand substantially above the pre-crash peak

Property market fundamentals are irresistible

DESPITE last October's cataclysmic stock market crash, a rising tide of politically motivated emigration and broad concerns over worldwide economic recession, Hong Kong's notoriously volatile property market has so far held firm.

The near meltdown on world financial markets last year did temporarily stall the market's relentless upward march, but prices and rents have since recovered from an approximate 10-15 per cent fall and now stand substantially above the pre-crash peak.

The market rapidly regained its poise because Hong Kong's thriving economy has produced irresistible property market fundamentals. Yields of seven to nine per cent on prime commercial properties dwarf those available in Tokyo or Singapore, and the prime interest rate is a still-reasonable 7.5 per cent.

Two consecutive years of double-digit economic growth have produced a demand-driven market that analysts say bears little resemblance to the rapid, speculative boom of the early

1980s.

Foreign companies have flocked to the territory. Some have moved parts of their regional operations out of the prohibitively expensive Tokyo market, and many more are setting up shop with the aim of capitalising on China's modernisation programme. Companies already based in the territory continue to expand fast.

The overall vacancy level in the office sector was consequently just 0.3 per cent at the end of last year, while in the core central district it now stands at a record low 0.3 per cent.

More than 8m sq ft of commercial space is due to enter the market during the next four years, but real estate consultant Richard Ellis projects that an average take up of approximately 2m sq ft a year will keep the market in rough equilibrium through that entire period.

Rents and capital values in the commercial sector have moved steadily higher. Analysts estimate a 10 to 15 per cent increase so far this year, following last year's 17 to 20 per cent growth.

Property consultants estimate a further 10 to 15 per cent rise this year.

These robust fundamentals, together with the rapidly depreciating US dollar-linked local currency, have during the past two years attracted huge sums of foreign money into real estate.

Richard Ellis says foreigners injected some HK\$ 20bn into Hong Kong between the beginning of 1986 and the end of last year, representing roughly half of the total investment in major properties during that period.

The Japanese led the field, buying HK\$8bn worth of property, investors from Australia and New Zealand spent HK\$5bn, while from south-east Asia HK\$1bn to HK\$2bn was pumped into the territory.

Most significant, however, is the HK\$5bn to HK\$6bn investment emanating from China. While Japanese investors such as EIE Development's Farumori Takahashi and Australia's Alan Bond grabbed the headlines with their spectacular big-dollar acquisitions, a steady stream of money from China has been filtering

into commercial and residential property.

"It's a lot of bits and pieces, but it adds up to a substantial investment," said Mr Dominic Leung, a partner at Richard Ellis.

The mainland investors are predominantly from Guangdong province, due to proximity and increasing business ties with the territory. But there is also substantial interest from Peking and from south-eastern coastal cities north of Guangdong, analysts say.

Mainland investments have traditionally focused on second-line commercial and residential property, but more recently money has moved into prime quality investments, especially in the hotel sector.

China Merchants' Steam Navigation, and China Travel Service have both invested in three to four-star hotels, and several other mainland concerns have taken equity stakes in hotel projects.

In the commercial sector, Bank of China's spectacular headquarters building is rapidly emerging as a symbol of China's involve-

ment in Hong Kong. Costing HK\$1bn, the 70-storey structure will be ready for occupation in July next year.

Though anxiety over Hong Kong's post-1997 future as a part of China is causing increasing numbers of people to emigrate, property investors appear blasé towards possible future political uncertainty.

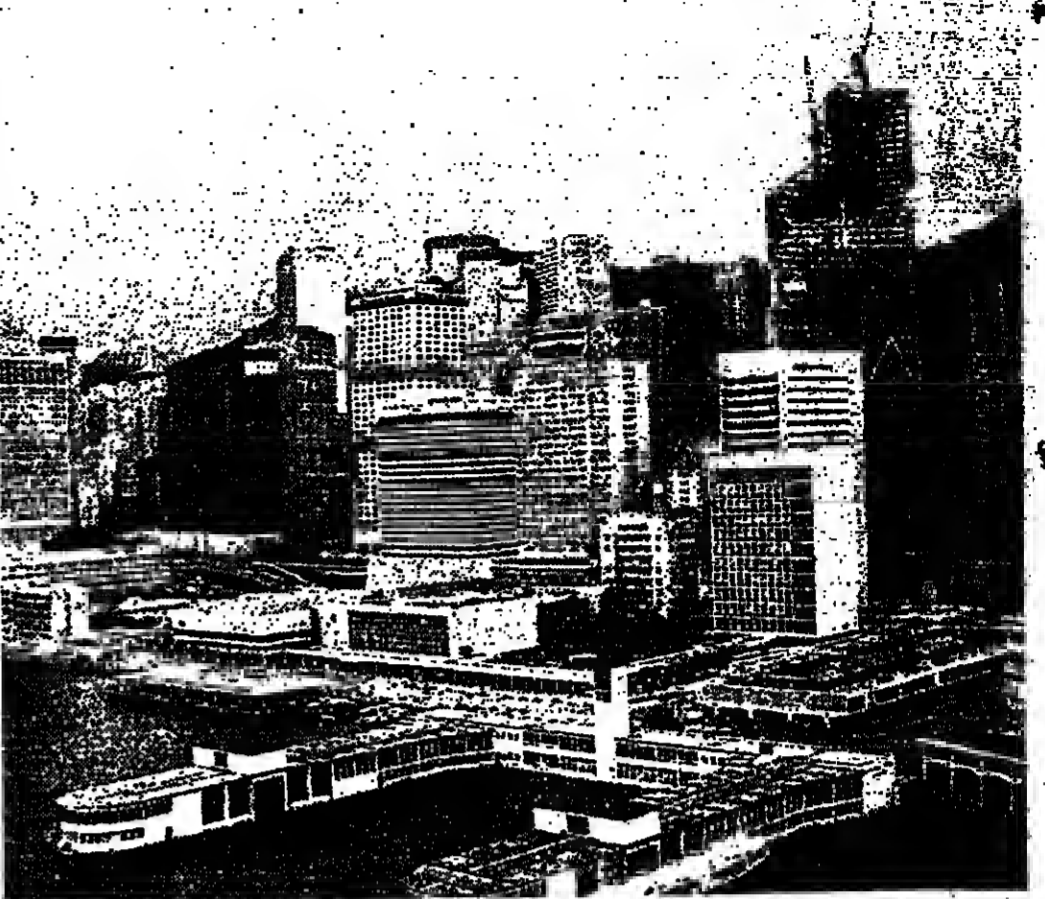
"When people are making money, political factors recede," said Alan Hill, a director of Jones Lang Wootton, the property agent.

The attractiveness of local property nevertheless owes much to China-related considerations. The cost of occupying prime commercial office space is substantially cheaper in Hong Kong, at some HK\$39.20 per square foot a month, than in any other major financial centre, according to a recent survey carried out by property giant Hongkong Land.

Analysts view this as a political discount. "Investors have to be prepared to take a high risk, and because of that yields have to be high to attract people here," said Richard Ellis' Mr Leung.

For the time being, concerns are more sharply focused on the lofty prices the market has risen to during the past two years, and on the possibility that interest rates will move higher. The prime interest rate now stands at 7.5 per cent, but a rise to 9.5 to 10 per cent would probably sober current bullish sentiment.

In the residential and industrial sectors analysts note increasing caution. "Prices have gone up so fast, and in certain areas they have reached levels of the boom of 1981 and 1983. People are worried that another slump is going to come," said one property consultant, adding that he considers



In the core central district the vacancy level now stands at a record low of 0.3 per cent

a downturn unlikely.

Though prices of industrial property remain strong, investors are concerned that recession in the US could trigger a sharp drop in demand. Equally, they fear the migration of Hong Kong manufacturers to Guangdong province

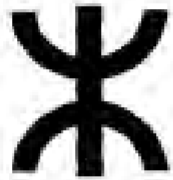
could depress the market in the medium to long term.

But it is the growing integration of Hong Kong and China that could in future underpin the territory's property market.

Referring to China's invest-

ments in Hong Kong, Mr Leung said: "It is a vote of confidence from the mainland. They are saying they will continue to do business in Hong Kong."

Kevin Hamlin



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Bank of China To be world's sixth tallest

THERE is no stronger symbol of China's increasing involvement in Hong Kong than the Bank of China's newly emerging new headquarters building (pictured above), a futuristic 70-storey construction that will dwarf the base of the nearby Hongkong & Shanghai Bank.

Together with the recently completed Bond Centre and Swire Properties' Pacific Place, the Bank of China's new headquarters is helping to push back the boundaries of what has traditionally been defined as the central business district.

The chronic shortage of sites for new buildings in core central, and demand for space, has enabled the bank's marketing agents to forecast the HK\$1bn monolith will be pre-leased six months before it is ready for occupation July next year.

The Bank of China (BoC) is to occupy floors 1 to 19, and 67 to 70

— about 45 per cent of total space. By mid-May, another 18 floors were pre-leased. National Australia Bank confirmed the first banking institution to take up space. NAB said it plans to increase its business with China, and considered the BoC building a perfect location to build ties with mainland concerns.

The marketing agents say inquiries for space have flooded in, from overseas companies interested in entering Hong Kong for the first time, and from companies now located in core central needing more space. With vacancy levels at a record low 0.3 per cent in core central, expansion often means relocation.

While the agents are giving nothing away on rentals to be paid by tenants signed so far, space in the BoC building is substantially cheaper than in core

central. Analysts say rents charged by BoC are in the region of HK\$ 23 per square foot, compared with well over HK\$ 30 in core central.

Companies are being attracted to the building because of its prestige — stretching some 315 metres into the sky, it will be the highest building in Hong Kong and the sixth tallest in the world — the spectacular views it will command from the 60th floor and above, and because a wide range of space options is provided.

The building's angular shape means floor areas vary from 3,000 square feet to 8,500 square feet.

Additional attributes include the fact it will have direct links with all major buildings in its vicinity, 270 car-parking spaces, and 45 lifts serving low, medium and sky rise sections.

Celebrated American-Chinese architect, IM Pei, who was born in Canton, designed the building,

and said its structure is "symbolic of the modernisation efforts now undertaken by China."

BoC acquired the 6,700 square metre site from Government at the peak of the 1982 property boom at the "friendship price" of HK\$1bn — a mere third of what Hongkong Land had to pay for its Exchange Square site at around the same time.

Construction work, led by Japan's Kumagai Gumi, is due to reach the 60th floor this month, with the building "peaking out" in September.

As with many of Mr Pei's buildings, BoC's new headquarters will feature a 15-storey atrium. The tower is to be sheathed in metallic aluminium and silver heat-reflective glass. The banking hall will be clad in two shades of grey granite.

Kevin Hamlin

Mainland banking giants awake

Continued from page 9

sharp rise in both deposits and loans during 1987, an increase which comfortably outpaced the industry average. The 15 PRC banks saw their deposits rise by 35 per cent over 1986 to stand at HK\$139bn, while their assets jumped by 38 per cent to HK\$225bn.

The peculiarities of Japan's tax and banking regulations have meant that Hong Kong offices of that country's banks have seen much more spectacular growth in assets. But the rise shown in the chart reflects the recycling of funds to and from Tokyo more than a heady expansion in business in Hong Kong.

In contrast, the strategy of the BOC group seems very much to build on their longstanding

deposit base by upgrading and developing other banking services and by emulating the marketing skills of their more experienced rivals. They recruited an additional 1,000 staff in 1987, an increase of 11 per cent compared to the industry-wide average rise of 4 per cent.

With over 270 branches between them the different banks in the group are capitalising on their ability to share expertise and to avoid direct competition in the development of new services.

A common computer system allows Po Sang Bank to operate as the group's main player in the foreign exchange markets, with other BOC members acting as its agent in branch transactions.

Bank of Communications has established itself as the front runner in the group's participation in syndicated loans. Similarly, Nanyang Commercial Bank has set up a credit card company which serves as a processing centre for cards issued by the other sister banks. Most also have a shareholding in a securities broking operation established by Sin Hua Savings and Commercial Bank and Po Sang.

Nanyang, which along with Bank of Communications, is among the most aggressive of the mainland institutions, has separately set up a unit trust joint venture with UK broker James Capel. "Their experience and our customer base make a very good combination," comments Nanyang's chairman Mr Shu Ching-ung.

Though formally outside the group, Ka Wah and Union also keep in close contact with the regional headquarters in Hong Kong. Mr Jin Deqin, the chairman of Ka Wah, was employed formerly as a senior executive in the Bank of China.

The decision by mainland banks to adopt a higher profile has not left Peking's rivals standing still. The extraordinary pace of economic growth and of trade with China has provided handsome profits for all and acted as a continuing magnet for foreign institutions. Three Swedish banks and the Bank of Ireland are among the most recent entrants to the colony, while Japan has upgraded a number of its deposit-taking institutions (DTIs) to full bank status.

Mr William Fures, the chairman of the Hongkong Bank, says that he has great respect for the growing sophistication of his PRC banks rivals but "I don't think anyone is sitting in fear and trembling."

As yet there has not even been a hint of any challenge to his bank's role as the principal note issuer (Standard Chartered is the other) nor to its quasi-central bank operations in the money and foreign exchange markets on behalf of the Government.

Mr Fures also insists his bank will not simply stand by and see its technological lead over the sister banks eroded. With the rationalisation of regional operations which followed the purchase of a share in Midland now more or less complete, he is

looking for new technological challenges. An analysis of the potential for a global settlements system is high on the list.

At the colony's Banking Commission, the return to healthy profitability among most of the banks has provided the opportunity further to tighten supervision. The capital adequacy rules enacted by the Basic committee of central bankers are to be applied in Hong Kong from September. Mr Anthony Nicolle, the Commissioner of Banking, has also introduced new provisioning requirements for third world loans based on the Bank of England's matrix.

The moves, along with a generally firmer approach to overall compliance, have brought a few grumbles, particularly among Japanese banks and DTIs, but Mr Nicolle seems determined to push the process even further.

Several banks and DTIs will be asked to meet capital ratios well above those laid down as the minimum in the Basic agreement, while Mr Nicolle would eventually like to see the ceilings imposed by that accord removed.

The collapse in last October's stock market crash of two securities companies owned by banks has also prompted him to take a critical look at the links between the two. The worldwide trend towards consolidated supervision is not going to pass by Hong Kong.

Philip Stephens

The Bank of East Asia, Limited

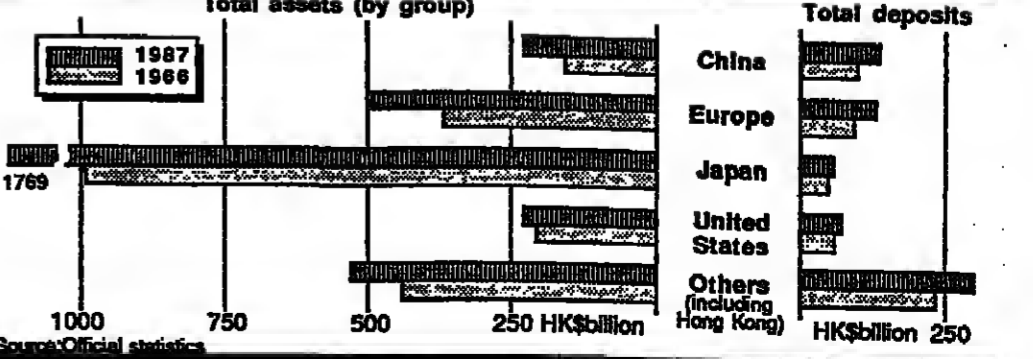
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Banks and deposit-taking institutions in Hong Kong







The construction industry is dependent on illegal immigrants

# Boom hit by labour shortage

THE DEVELOPMENT momentum generated by two years of double-digit economic growth should have cheered Hong Kong's construction industry, but instead it is struggling to cope with a chronic labour shortage.

The buoyant economy has spurred a huge building boom in both the private and public sectors. The strong property market has prompted increased building activity in the commercial, hotel, industrial and retail sectors, and Hong Kong's rapidly growing economy has necessitated the development of several large infrastructure projects. Unemployment remains negligible.

The construction industry only recently escaped from the doldrums caused by 1985's property market slump, but while order books are now brimming full, construction companies are preoccupied with soaring wage costs, escalating staff turnovers, and eroded margins.

The industry estimates it is short of 10,000 to 15,000 men, representing some 20 per cent of its total 70,500 workforce. But appeals to the government to allow foreign labourers into Hong Kong on a contract basis have so far been abruptly rejected. The government says it would depress the wages of local workers, and stir a hornet's nest of social problems.

A recent police crackdown on illegal immigrants (IIs) from China, on whom the construction industry heavily relies, indicates the government may, in fact, be toughening its stance.

In the past, IIs were simply repatriated to China when caught. But in May, 67 mainland Chinese caught working on construction sites, were tried and sentenced to jail terms of 15 to 18 months.

"Illegal as it is, the industry is very dependent on these people," said Mr Gerrit de Nys, managing director of Shui On, a big local construction company. "The action the government is taking is going to increase our problems even further."

Construction companies say payrolls have surged 30 to 60 per cent during the past year, while staff turnovers have soared to 50 per cent annually. "You still have to do the work so you have to get the people. It's a continuing upward spiral. We pay more tomorrow and the next day the guy next door pays more to get them back," said Mr de Nys.

Rapidly escalating costs are also making it increasingly difficult for companies to know at what price they should bid for projects. They are thus playing safe by building in higher margins.

The problems facing the construction industry have also put the government in a quandary. It awarded public works contracts with a total value of HK\$9.5bn last year, and has already been stung by rising costs.

The Housing Authority's tender price index surged 32.6 per cent last year, while its labour and materials costs indices both increased about 27 per cent. Last November, the authority forecast capital expenditure of HK\$4.7bn for the financial year through March 1989, but already says that will need to be revised upwards.

The authority aimed to complete 40,000 units of accommodation last year, but actually achieved only 24,000. The shortfall was due primarily to the labour shortage, according to Mr Derek Messing, deputy director, construction. Between 65,000 and 70,000 units were targeted for completion this year, but it is

estimated only 60,000 can be built.

Urging government to address the labour problem, Mr John Loo, chairman of the Building Contractors' Association, said: "Contractors are suffering most, but ultimately the people of Hong Kong will suffer too. They will pay more for their buildings, they will get them late, and they will be of lower quality."

Mr Loo, like many construction companies, recognises government has a difficult decision. While there is no doubt labour unions would strongly oppose any attempt to import labour, Mr James Blake, business development director of Paul Y Construction, another major local company, said Hong Kong's introspective workers would not take kindly to foreign workers. "We find it impossible to mix Hong Kong workers and workers from other parts of Asia," he said.

Hong Kong's ability to absorb more people is another problem. Its infrastructure is already stretched to the limit by the territory's 5.6 million people.

"If you look at the construction

sector in isolation, yes, there is a case for importing labour. If you look at it from the position of society as a whole, we simply don't have the space and infrastructure to cope with a large influx of labour," said Mr Vincent Cheng, chief economist at the Hongkong and Shanghai Bank.

One possible solution is the importing of labourers from nearby Guangdong province. These could commute to Hong Kong daily, thus minimising pressure on the territory's infrastructure.

Construction companies say development momentum will not abate for up to two years, and can see no other option. Said the Housing Authority's Mr Messing: "We can sweat it out on the basis that perhaps market forces will by 1989 or 1990 see a cooling off, or we have to adjust our programmes to be more in line with the industry's capacity. That is not something we would contemplate very casually."

Kevin Hamlin



Customs complex under construction on the highway between Hong Kong and mainland China

English language

# Teaching intensified



The Hong Kong University has made a highly controversial decision to add an English language foundation year to its degree courses

MORE HONG Kongers than ever before can today wrap their tongues around at least some English language phrases, but business leaders and academics share growing concern that in recent years mastery of the "international language of business" has slumped.

They fear that an erosion of English language standards will undermine Hong Kong's unique role as a bridge between the western world and China and its competitiveness as an international trade and finance centre.

Language is a politically sensitive and emotional issue in the territory, where 93 per cent of the population speak Cantonese. While recognising that a command of English is often the key to career success, some Hong Kongers still consider it unpatriotic to use English when Cantonese is a viable alternative. With Peking's resumption of sovereignty just nine years away, many also feel that fluency in Mandarin is just as high a priority as fluency in English.

Yet even China has stressed the importance of the English language to Hong Kong's future prosperity. It is against this volatile background that the heated debate on English language standards has been fuelled during the past year.

The Hong Kong University became so concerned by falling standards of English that it made a highly controversial decision to add a foundation year to its three-year degree courses. Though acknowledging that it is difficult to demonstrate scientifically that standards have fallen, Dr Wang Gungwu, HKU's vice-chancellor, maintains there is little doubt the average standard of English of undergradu-

ates is poorer today than it was a few years ago.

The university's language centre, originally set up to teach additional languages, has rapidly become a centre for remedial English language tuition. Roughly half of all undergraduates need help with their English, Dr Wang says.

External examiners also increasingly complain that students, hampered by an imperfect command of English, find difficulty communicating effectively what they know, Dr Wang adds.

The government does not agree that standards have fallen. "Since the world began people have been complaining that standards are falling; that things are getting worse. The objective evidence for this is rather equivocal," said Mr Chris Godwin, principal assistant secretary of education and manpower.

Mr Vermer Bickley, director of the Institute for Language in Education (ILE), a body set up by the government in 1982 to improve the standards of teaching Chinese and English, says criticism of standards rolls off the tongue very easily, but he asks: "What is the standard we are talking about? How do you make the comparison?"

He concedes, however, that "perhaps it is true the English of many people is inadequate for the present situation." Two consecutive years of double-digit economic growth have brought increasing numbers of foreign companies to Hong Kong, while development momentum has created a severe labour shortage. All this has caused a drain on the pool of available labour, and a concomitant surge in demand for those who can use English

competently. The government thinks business should do more to help improve standards further.

"The amount of effort that big corporations put into language training programmes is really very poor. They expect everything to have been done in the school system," said Mr Godwin.

The government feels that this is unrealistic. The school system can provide few meaningful incentives for students to use English because, as Mr Bickley says, they "live in a world of Cantonese."

The education system provides the basic framework, and if "big businesses put more effort into their own internal language programmes, which are specifically geared to their needs, they would find they could bring on their recruits in leaps and bounds," said Mr Godwin.

The ILE estimates only 20 companies in Hong Kong conduct substantial in-house English language training programmes. They include Cathay Pacific Airways, Cable & Wireless, several hotels and the Hongkong & Shanghai Bank.

The need to maintain and improve standards of English has become a personal hobby-horse of Mr William Purves, chairman of HK Bank. Perceiving that standards were at risk, he put his personal weight behind the bank's decision to sponsor radio and television programmes to teach English through pop songs. "Whatever the standards are, HK Bank thinks they should be better. We wanted to take action before standards had slipped too much," said spokesman Mr George Cardona. The English language programmes, costing HK\$1.5m, are estimated to attract

an audience of 1.5 million.

Those convinced that standards have fallen generally point to the 1978 decision to usher in universal compulsory secondary education as a primary cause. Though a lot of money was pumped into the exercise, critics say it was a hasty decision made with little planning. The result, they claim, has been a dilution of the "educational experience".

Government maintains that it is pouring unprecedented resources into ensuring that standards of English are maintained. Under a pilot programme that began last year, 84 expatriate teachers of English as a foreign language were recruited to test the effectiveness of using more native teachers.

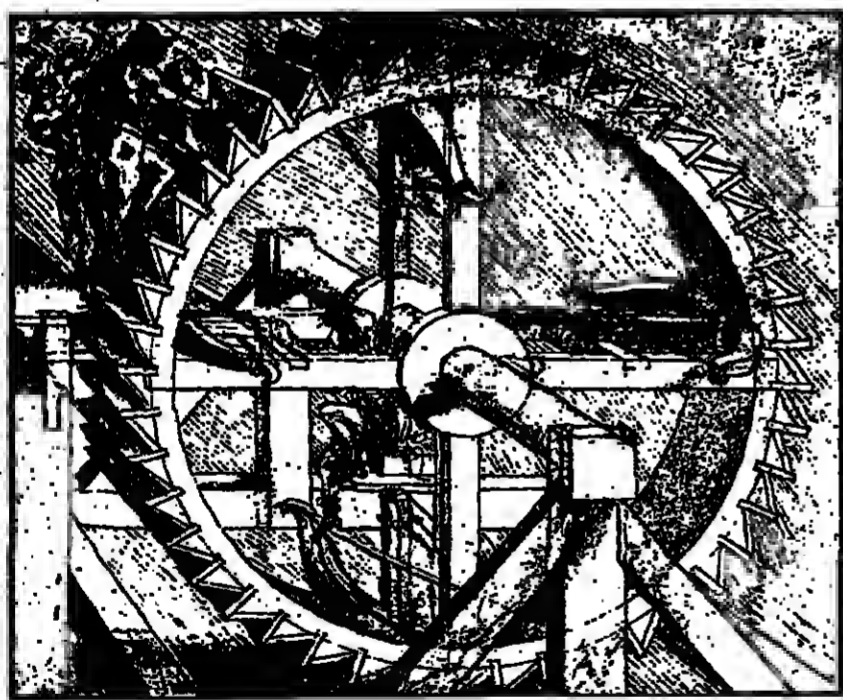
The scheme, costing HK\$53m, will last for two years, and will be followed by a detailed evaluation of its impact. If successful, it is expected that the programme will be expanded. The ILE says that up to 1,000 native teachers could be needed to make a comprehensive impact.

The government is investing another HK\$117m during this financial year and next on programmes that include training to improve English language teaching by local teachers, and providing additional English language teachers for schools which are making greater use of Chinese as the medium of instruction.

For Dr Wang, the success of these measures is crucial. "Bilingualism is the bedrock of our success," he says. "We don't have a national economy like Japan, and we have no natural resources. We survive on the edge of other economies, and we need the international tool of English."

Kevin Hamlin

# VISION



A design by Leonardo da Vinci of a crossbow machine gun that enables the archer, suspended inside the large treadwheel, to keep the arrows flying at a rapid pace. The archer's comrades furnish power to the wheel by foot, under the protection of a planked shield.

"Leonardo da Vinci (1452 - 1519) was like a man who woke too early in the darkness, while others were all still asleep," wrote Sigmund Freud. Da Vinci, the greatest figure of the Italian Renaissance, created designs that haunted the wrights and masters of his time.

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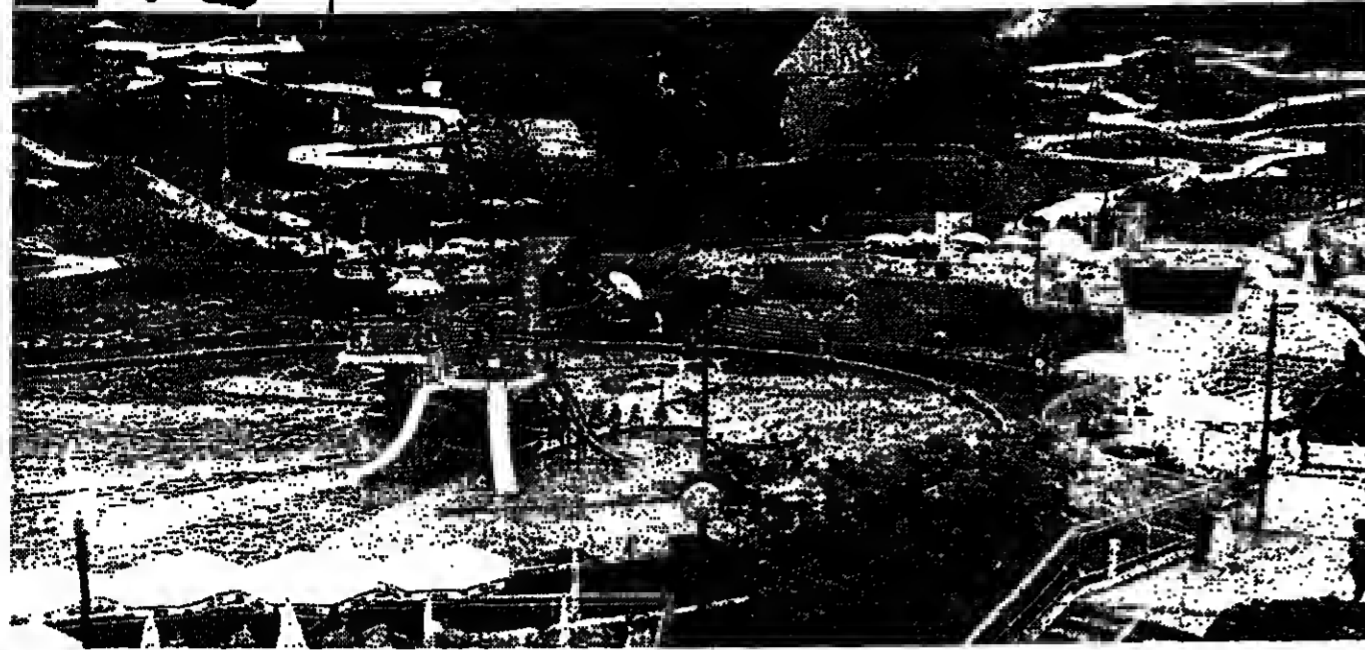


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HONG KONG 12

Tourism  
Tip of the iceberg



Aberdeen's Ocean Park water complex

SPURRED ON by the depreciation of the US dollar-linked local currency and a continuing upturn in travel to China, Hong Kong's tourism industry has recorded spectacular growth during the past few years.

Last year alone, visitors increased by a fifth to a record 4.5m. They spent HK\$2.5bn - 44 per cent more than in 1986. Tourism is the territory's third largest earner of foreign exchange revenue, behind textiles, clothing, and electronics.

Japanese laden with pocketfuls of rapidly-appreciating yen began invading the territory in 1986. Their presence is so overpowering now that several exclusive brand-name stores lock their doors for up to an hour at a time in an attempt to retain order. The compliant Japanese shoppers queue patiently outside.

The 1m Japanese who visited the territory last year, 42 per cent more than in 1986, spent HK\$7bn - almost twice their shopping bill of a year earlier. But the growth of Japanese visitors to

the territory was still outstripped by a sudden deluge of Taiwanese. The Taiwan government's decision to ease restrictions on travel to China was the trigger. More than 61 per cent more Taiwanese came to Hong Kong, many of them stopping over before visiting long-lost relatives on the mainland.

With the extra value provided by the strong New Taiwan dollar, Taiwanese spent HK\$1.6bn last year, more than double the previous year's total. Having recruited Japanese-speaking staff last year, many shops are now hiring Mandarin speakers as well.

The upward arrivals trend shows no sign of abating. During the first quarter this year arrivals surged 22.9 per cent to 1.14m. Growth from Taiwan soared 90 per cent, while from Japan there was a further 27 per cent increase.

The Hong Kong Tourist Association estimates that nearly 1m visitors to the territory have either been to, or on to China. "If China gets its act together

and continues developing its infrastructure and hotels, this is just the tip of the iceberg," said Martin Barrow, HKTA chairman.

The primary beneficiaries of the tourism boom are the territory's hotels, which were bursting at the seams last year. City-wide occupancy was then 90 per cent, compared with 85 per cent a year earlier. Hotels were booked virtually sold from May through to November last year, with occupancy not falling below 89 per cent for that entire period.

Some leading hotels achieved gross operating profits of up to 60 per cent last year, making them the envy of hotel companies worldwide. In 1986, the latest year for which figures are available, hotels' pre-tax profits increased by 16 per cent to HK\$1.76bn, according to the HKTA.

Not surprisingly, the strong performance has drawn developers into the market, and a gigantic building boom is now underway. Hotel room capacity is projected to increase by more

than a half to 32,296 rooms by 1990. This year alone, 10 new hotels are due to open, together adding more than 4,000 rooms.

China has also played its part in this building programme. Guangdong Enterprises, China Travel Service, China Merchants and a number of other mainland companies have taken equity stakes in new projects.

Despite the huge increase in room capacity, hoteliers and the HKTA remain confident that occupancies will not fall below 71 per cent, even in 1990. That forecast is also based on a conservative arrivals growth projection of 5 per cent per annum in 1989 and 1990. This year the HKTA expects 11 to 14 per cent growth, bringing total arrivals to some 5m.

Confident they can fill the additional rooms, hotels have been hit hard by the territory's labour shortage. Some leading hotels reported staff turnovers as high as 30 per cent last year. With all the new rooms under construction, it is estimated the industry will need to recruit an additional 13,000 staff by 1990.

The benefits of the tourism boom have percolated into other sectors of the economy. More than 50 per cent of visitor expenditure goes on shopping, which has helped buoy the territory's retail sector.

There are now nine Japanese department stores operating in Hong Kong, and chains such as Mitsukoshi and Matsuzakaya get up to a fifth of their sales from their free-spending countrymen.

But despite the tourism industry's undisputed contribution to the territory's economy, travel industry leaders believe it gets insufficient support from the government. Some even say the government milks the industry's earnings but does not plough anything back.

Such allegations are prompted by the HK\$100 airport tax, which was reduced from HK\$120 in this year's budget, and recent moves to raise rates levied on hotels by 150 to 200 per cent. The industry is also impatient for a government decision on the construction of a new airport to replace Kai Tak, which is a congested, one-runway facility.

Referring to the contentious airport tax, Mr Douglas King, HKTA's general manager of marketing, said: "We would like to see taxes which are generated by travellers and tourism channelled back in a variety of ways to sustain the long-term growth of the industry."

For the immediate future, however, the tourism industry's growth seems assured with or without greater government help. "There are almost no markets from where we would expect a drop this year," said Mr King, who added that 88 per cent of visitors to the territory indicate they will return.

Kevin Hamlin

The arts

Chinese culture is in vogue

DESPITE SOME 160 years of British rule and the cosmopolitan East-West crossroads location, Western arts have barely touched most of Hong Kong's 6.5m population. Rather, inbred Chinese family ties, centuries-old traditions, Middle Kingdom chauvinism, plus the all-pervasive Chinese-ness, have made Hong Kong little different from any other province of China in the expression of a powerful regional identity - here, Cantonese.

After a brief flirtation with Western music and film back in the 1950s and 1960s, with unification with China imminent, Hong Kong now evinces a kind of cultural schizophrenia. On the one hand, there is an increasing assertion of Hong Kong/Cantonese identity; on the other, a growing awareness of arts from other parts of the mainland.

Certainly, 1987 is forcing people to look at their own Chinese-ness and while most of the revival of interest in Chinese arts is spontaneous, much is sponsored by Hong Kong-originated organisations of which the Institute for Promotion of Chinese Culture is the most prominent. But, whatever the reason, the mainstream professional arts and the myriad grass-roots cultural activities both indicate that Chinese arts are very much in.

About 75 per cent of the performances at Hong Kong's main venues are Cantonese. Audiences for these local arts outnumber those for Western arts by four to one in the central areas, and by as much as six to one in the region as a whole. A noticeable feature even for traditional entertainment is the increase in young people.

Theatre and dance are useful barometers. Whether straight plays - such as Lao She's classic *Mandarin Tea House* - sell out even two years ago with 75 per cent of the audience under 35 years - or modern Cantonese versions of classics, both Chinese and Western - attendances are up.

The repertoires of the hugely popular Hong Kong Rep and Chung Ying companies include

Works with a distinctive Hong Kong identity are beginning to appear in repertoires

even Cantonese translations of major Western works - from Shakespeare to Alan Ayckbourn and Neil Simon. *West Side Story* to Cabaret and *I am not Rappaport*.

Works with a distinctive Hong Kong identity, written by first-generation Hong Kong-born dramatists are beginning to appear in theatre and dance repertoires. *I am Hong Kong* by Raymond To and *Hardie Tsui* typify the best of the new genre.

A recent adaptation of Brecht's *Seven Deadly Sins* by City Contemporary Dance Company received Hong Kong showbiz treatment. With local composer Eric Poon's music and vocals by pop idol Elisa Chan, a Hong Kong night-club, complete with games, provided the setting.

Avant-garde aside, the Fringe Club with Chinese-Cantonese programming now at 70 per cent, reports an increase even in traditional entertainment. Concerts of Chinese music, "which used to be box office poison," according to Director, Benny Chia, are now in vogue.

At a time when Chinese opera in the Mainland is said to be dying out and many troupes are relying on gimmickry to attract young people, Hong Kong is currently enjoying a Chinese opera boom. As many as 30 different groups offer enthusiastic fans several performances a week - predictably in Cantonese style. Both full-length opera and concerts of operatic hit songs are equally popular, as shown by increased output on radio and TV.

Hong Kong audiences also want to see operas from different parts of China. So far this year, the territory has played host to eight different troupes - from Peking and Shanghai to Sichuan and Jiangsu - in an upward trend.

Dr PK Leung, lecturer in drama at Hong Kong Chinese University, links the current craze with 1987, and remarks how it is mirrored in the interest in learning Mandarin. "Hong Kong people feel we know Western culture but we are not versed well enough in our own. In nine years we will join up again with the Mainland. Chinese opera is a way to learn about our Chinese heritage," he explains.

One of the Territory's great musical success stories is the Hong Kong Chinese Orchestra, currently enjoying 100 per cent capacity audiences, 80 per cent of which are aged under 35. Regular commissions to the region's 40 or so composers has made the orchestra an important patron of modern music - so much so that the composers now lead the field in contemporary Chinese music.

International recognition culminates in the autumn when leading composers from round the globe converge on Hong Kong for the annual world contemporary music festival - the first ever for Asia.

But the biggest music story must be the boom in Cantonese pop and film. With the preference



Audiences for local arts far exceed audiences for Western performances

for local artists - declining Western pop has only 20 per cent of the record sales - stars like Anita Mui, Leslie Cheung and George Lam, and bands such as Badlands and Taichit, tower over the market.

The minimal interest in Western pop is demonstrated by the contrast with neighbouring Tokyo. There, a different group can be seen nightly, while Hong Kong musters at best, one a month. Of these, local expert Mr Kevin Yim explains that "most are one-night promotional gigs for the record companies and commercial radio."

The film scene is even more chauvinistic. Hong Kong must be one of the few cities round the world to give the thumbs down to last year's blockbuster *Crocodile Dundee*. Earning only HK\$3m during its short run, it was out-grossed by such local hits as *The Happy Rigmist* (HK\$22.5m), *Sister Cupid* (HK\$11.5m) and *Vampire's Breakfast* (HK\$6m). Currently Hong Kong films, *The Truth and Profiles of Pleasure*, are outdoing Oscar winners *Wall Street* and *Broadcast News*.

Good news for serious films buffs, though, is the increase in Chinese films from the Mainland's New Wave directors in Shanghai and Xian - Hong Kong box office earnings being an important source of foreign revenue for China's government.

In contrast to the escapism and mediocrity of Hong Kong cinema, dance and drama are tackling serious social concerns. In a phe-

nomenon that started in 1984 during the Sino-British talks, each new crisis in the run-up to 1997 is increasingly accompanied by a spate of fringe productions on the subject.

The ironically-named Anonymous Theatre Club recently performed the first play in Hong Kong about the Cultural Revolution, "so that Hong Kong people can know the truth and learn what may face them in future," explain director, Simon Wong. Contemporary Dance Company founder Willy Tsao says that artists cannot fail to be influenced by concern for post-1997. One song in their *Seven Deadly Sins* asked *Will Our Prosperity Continue?* The Company's Artistic Director Helen Lai adds that although she tries not to think too much about the future, "the rhythms and atmosphere of my work inevitably express the anxiety we all feel."

Zuni, though, is the most overtly political group. Led by Danny Yeung and drawing up to 20,000 young people for each production, the group creates its work round the feedback and views of its young followers. To date, they have dealt with issues arising from the Sino-British Joint Declaration, the Censorship Bill, Direct Elections, the Basic Law, and such taboo subjects as homosexuality. Mr Yeung explains the Company's concerns by saying that "in no way can we artists isolate ourselves from what is happening around us. So I feel compelled to speak out."

Zuni's current production is *The Decameron*. This medieval work about a corrupt Florentine aristocracy, diverting itself by bawdy story-telling in the midst of plague-ridden human misery, is used as an analogy for the perceived current malaise in Hong Kong's main legislative body, said to have become a mere talking shop and no longer representative of the views of the local citizens.

On a more positive note, though, several of Hong Kong's contemporary performers and administrators are already forging links with their Mainland counterparts in the arts, giving workshops and lectures; meanwhile, traffic of cultural officials and artists in the opposite direction is increasing too.

Now that China's economic reforms are underway, the next area for government-led reform is the arts. Hong Kong's expertise has already been sought. Despite worries about 1997, nothing is more likely to activate and consolidate those powerful inter-Chinese ties than joining forces on a cultural project.

Whatever the political leanings of a Hong Kong artist, after a working visit to the Mainland, he or she seems to exude a satisfaction that has come from working as a Chinese together with other Chinese. In cultural terms at least, the pull of the motherland is clearly irresistible.

Marie Moyerscough

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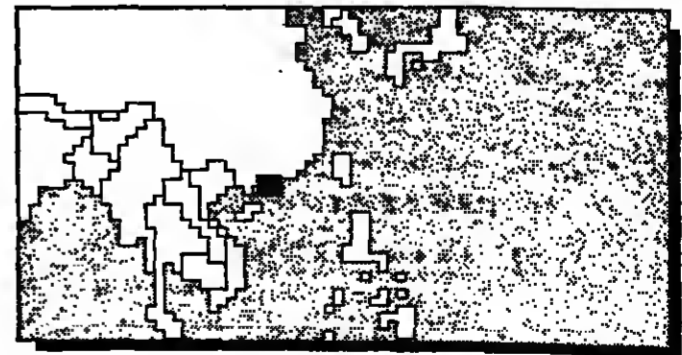
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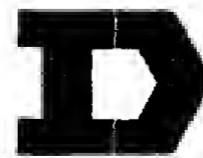
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HONG KONG GOVERNMENT INDUSTRY DEPARTMENT

HONG KONG 13

A guide to the mainland's chief players

# China's most powerful enterprises in Hong Kong



AS CHINA'S main "window" on the outside world, Hong Kong is brimming with some of the mainland's most powerful enterprises, and has attracted mainland investment on a massive scale. Once upon a time, most of these enterprises were focused on handling China's export trade. Today, however, they have diversified to become an important force in the local economy, often using Hong Kong as a launching pad for international fund-raising, or foreign investment. Below are some of China's main players in Hong Kong.

**Bank of China Group**  
Total assets at end 1987: HK\$225bn  
Total deposits at end 1987: HK\$139bn  
Chairman: Huang Diyan  
(And see separate article on banking.)  
This comprises the Bank of China itself - Peking's foreign

exchange bank - and 13 "sister" banks - 12 based in Hong Kong and one in the Portuguese enclave of Macao. Most of the sister banks were up to 1949 active throughout China. After "Liberation" in 1949, the Communist government nationalised all mainland banks, amalgamating them into the People's Bank of China. The bank branches in Hong Kong tried to go it alone after 1949, but over a four or five year period, eventually sought shelter with the Bank of China.

Until 1979, they were mostly involved in trade finance, and had minimal involvement in the local retail banking sector. Since Deng Xiaoping launched China's "open door" policy, they have expanded rapidly into local retail banking, providing aggressive competition in a market that is already regarded as "over-banked". They have also developed specialised roles - gold trading focused on Peking Bank, loan syndications on the Bank of

Communications, and merchant banking on the Nanyang Commercial Bank, for example. They have also taken on special - though not exclusive - responsibility for funding the development needs of different areas inside China.

**China Resources**

Nominal capital: HK\$500m  
Turnover: undisclosed and unknown

Chair: Madam Zhu Youlan  
Set up in 1948 as the trading arm of the Ministry of Foreign Economic Relations and Trade. It had a monopoly of China's foreign trade through Hong Kong until 1985. Headquartered in a major development on Hong Kong island's Wanchai waterfront, it still plays a dominant role in handling the country's foreign trade, with a total of 48 subsidiary operations. It has nevertheless been more powerfully effected by economic

liberalisation in China than almost any other mainland corporation. This is due to the proliferation of trading companies in the territory handling the foreign trade of individual provinces, cities, and even municipalities. It is estimated that there could be as many as 6,000 such trading companies now operating in Hong Kong.

Most recently, it has emerged as a direct investor in numerous development projects in Hong Kong. It has even taken stakes in publicly listed companies - including Tian An, and Conic, the once-leading electronics group that it rescued after a collapse in which massive fraud was discovered.

**China Travel Service**

General Manager: Ma Chimin  
Set up in 1928, it is controlled by the Office of Overseas Chinese Affairs in Peking. It handled 2.13m travellers into China last

year, entering the country by land, sea and air. This involved handling about 1,800 air flights. Also has major cargo and trading interests handled through 18 subsidiaries operating in Hong Kong. With four major go-downs in Hong Kong's new territories, it is responsible for handling all cargo that comes into Hong Kong by rail along the Kowloon-Canton railway. It has a fleet of six lighters to tranship cargo from the railway terminals to vessels in Hong Kong's harbour.

Among its trading interests are a voucher-issuing business by which people in Hong Kong can buy vouchers for electrical appliances and send the voucher to friends and relatives in China where the appliances can be collected from one of 25 collecting points across the country. Turnover last year was valued at HK\$7bn, with an expected HK\$10bn this year. A total of 18 companies are doing such business in Hong Kong at present,

but China Travel claims a 60 per cent share of the business.

With 18 outlets in Hong Kong, and a total of 3,000 staff, it also has branches in a further 8 countries worldwide. It has a monopoly of the traffic in tourists to mainland China from Taiwan, which has been allowed only since November last year. So far, about 100,000 Taiwanese have visited the mainland as tourists, staff say.

**Tian An Development**

Controls China's only publicly listed company in Hong Kong, Tian An (China). Twenty per cent stakes are held by China Resources, the Bank of China, and the New China News Agency. A further 26 per cent is held by Sun Hung Kai, the financial services group, with Mr Andrew Chow, a former Sun Hung Kai executive, holding the remaining 15 per cent. Claims to be the only true

"China play" on the Hong Kong stock market, with most of its investments in hotels on the mainland.

**Guangdong Enterprises**

Chairman: Zheng Kangming  
Owned by the Guangdong Provincial government, it was registered in Hong Kong in 1980 with paid up capital of HK\$50m. Its primary aim is to handle the province's foreign trade and investment, and to attract inward investment to the area. It has invested in property and hotels, mainly in the Western district of Hong Kong island, and is understood to have 32 subsidiaries and joint ventures.

**Fujian Enterprises**

Chairman: Zhon Huiyuan  
Owned by the Fujian provincial government, it was set up in Sep-

tember 1980 with a paid up capital of HK\$2m. Again, initially its aim was to promote foreign trade, attract foreign investment, and to look for investment opportunities in Hong Kong and further afield. It is understood to have about 24 subsidiaries active in Hong Kong, with joint ventures ranging from property to manufacturing.

**Yue Xiu Enterprises**

Chairman: Liang Shengli  
Owned by the Guangzhou (Canton) municipal government. Set up in December 1984 with a paid up capital of HK\$5m. Currently planning to raise around US\$400m for a steel plant, and an ethylene plant outside Canton. Mainly involved in property investment in Hong Kong, securities trading, and joint venture manufacturing projects both in Hong Kong and in the Pearl River Delta.

David Dodwell

China Merchants' Steam Navigation

## Now a complete shipping system



CHINA MERCHANTS', one of Peking's oldest companies in Hong Kong, is wheeling and dealing with the best of them despite its staid appearance. While not quite in a Mao suit, Mr SS Chu, General Manager of the administration division of China Merchants' Holdings Co and senior executive of two subsidiaries, sits flanked, mainland-style, by his officials, one of whom continually takes notes.

But his impassive face breaks into a wintry smile when asked about corruption among mainland officials in Hong Kong. "We may be a shipping company but we haven't any yachts," he cracks.

China Merchants' started as a shipping business and is the agent for Cosco, Peking's shipping company. When Deng Xiaoping introduced China's "Open Door" policy in 1978, it gradually began to diversify. "We're now a multiple business," said Mr Chu. "We've got a complete shipping system, with wharves, godowns, marine supply facilities and a barge fleet."

China Merchants' also runs the Shekou area of the Shenzhen Special Economic Zone, just across the border from Hong Kong. This is an indus-

trial zone, 10 years ago open to Peking's oldest companies in Hong Kong, is wheeling and dealing with the best of them despite its staid appearance. While not quite in a Mao suit, Mr SS Chu, General Manager of the administration division of China Merchants' Holdings Co and senior executive of two subsidiaries, sits flanked, mainland-style, by his officials, one of whom continually takes notes.

In Hong Kong, China Merchants' has set up a tour business specialising in Tibet, and that has led to investment in 10 hotels in China. They have also invested in a new hotel in Hong Kong's Western District. Like other mainland companies, they have invested in construction and the property market, with three apartment blocks in Pokfulam. They are major shareholders in Hong Kong's Union Bank, which lost them much money in last October's stock exchange crash. This came about through its broking arm (now hived off), which had customers heavily committed in the local futures market.

Mr Chu was reluctant to divulge figures for assets, but estimated they were up by 20 times in the years 1978-87. Future plans include the possible purchase of British insurance companies, which ties in nicely with its shipping business and would enable it to diversify further.

China Merchants' new hotel in Hong Kong's Western District

Colina MacDougall



Citic has a 12.5 per cent stake in the Hong Kong airline Cathay Pacific

China International Trust and Investment Corporation

## Growing away from traditions

CITIC CAME to Hong Kong in 1980, another offspring of China's "open door" policy. Business began to take off in 1985, and last year a Hong Kong holding company was set up under Peking veteran of the oil and steel industries, Tang Ke. Larry Yung, son of Peking Citic's chairman, former Shanghai capitalist Rong Yiren, heads its investment arm.

Citic Hong Kong is now growing fast and rapidly moving away from the traditions of China mainland companies. Now almost 70 per cent of its 110 strong staff are from outside the People's Republic, and its financial director, Vernon Moore, is a westerner previ-

ously with Chase. Henry Fan, executive director, is China-born but educated in Hong Kong and Britain. He was approached last year by a friend who knew Larry Yung, and says he finds working there very pleasant.

Citic claims to have four areas of interest - real estate shipping, public utilities and industry. In real estate, it buys for rental income or redevelopment. "We're not by nature speculative," says Mr Fan. "We bought the City Garden Hotel last year for HK\$240m and sold it soon after for HK\$310m, but we'd done a feasibility study and planned to hold it for five years. It was just that prices rose."

Citic went into the shipping business only recently, buying 10 bulk dry cargo vessels. "We're careful," says Mr Fan. "We buy where charter is arranged. In any case, since we started in mid-87 there's been a big upsurge in shipping."

"We're not in conflict with Peking's Cosco - we operate like any Hong Kong shipowner. But if the day comes when China de-monopolises, we'll be well-placed."

Public utilities in its portfolio are represented so far by its 12.5 per cent stake in the Hong Kong airline Cathay Pacific. "We looked at Hong Kong Telecommunications (which Guangdong Provincial Posts and Telecommunications

recently bought into) but had no serious discussions," noted Mr Fan. "We bid in a consortium for the Tate's Cairn road tunnel but failed to get it."

"We have industry projects here and in China," he added. "These include a plant here making automotive parts for export to the US, and a joint venture with a local partner manufacturing boxboards. In China we're investing in a power plant at Lijiang in Jiangsu province, and there are two others under discussion in Henan and northeast China."

"About 30 per cent of our business is China-related, and 70 per cent is in Hong Kong and shipping."

CN

Everbright Industrial

## Low profile kept

ONE of the great truths of western capitalism has dawned on Mr Wang Guangying, chairman of Everbright, one of the Chinese enterprises set up in Hong Kong since the "open door" policy was introduced. "When we invest in China," he said with a grin, "we have to pay over our own money. But in Hong Kong, the cash is borrowed from the bank."

Mr Wang, brother-in-law of China's 1960s head of state, Lin Biao, who died at the hands of Red Guards during the Cultural Revolution, delivered this insight after tussling with another concept that is peculiarly important in Hong Kong: "I cannot work out the 'one country, two systems' idea, yet it seems people quite accept it."

Everbright was set up in Hong Kong in the early 1980s with Mr Wang at the helm - compensation in part for the years of ill-treatment suffered in China by his family. His daughter, Wang Mi, now runs the company's property division.

After an embarrassing mis-

judgement over a contract several years ago from which it was diplomatically allowed to withdraw, the company has kept a low profile but appears to have traded profitably since. "Everbright lost a lot of money in the stockmarket crash," said a Hong Kong banking expert, "but it had invested in Tokyo and made money there, plus more on the yen exchange rate." It also made HK\$20m on the sale of its share of Hong Kong's prestige building, the Bond Centre.

Everbright is now investing in five hotels and a taxi company in Peking, plus another 30 or more joint ventures elsewhere in China. These include a brewery in Wuhan, a chemical plant at Nanjing and silk processing in Shenzhen. It is also building, along with Lotus of the US, a colour TV tube plant at Yuen Long in Hong Kong's New Territories.

Mr Wang was reluctant to put a value on the company's assets, but some idea of the scale of activity may be gleaned from the US\$1bn worth of equipment he claims

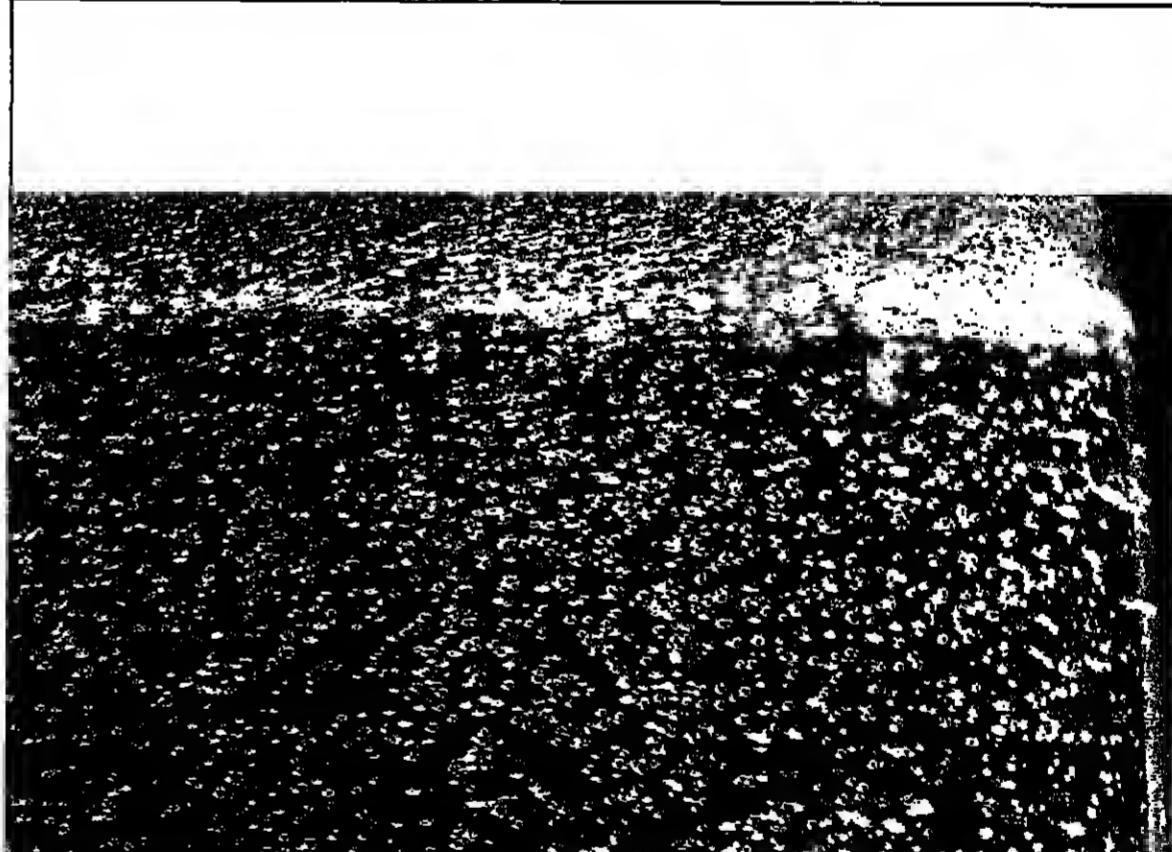


Mr Wang Guangying

to have imported into China. Do his plans include a stock exchange listing for Everbright? "I think the company's too young," he said. "But one of our subsidiaries might go public."

Future projects include a hotel in Bangkok. "People say Thailand is the fifth 'little dragon'," he said. "And taxes are lower than Hong Kong's."

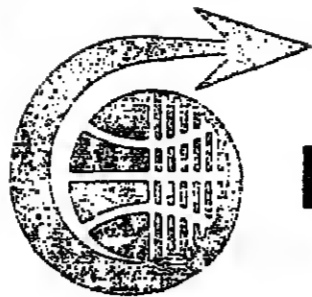
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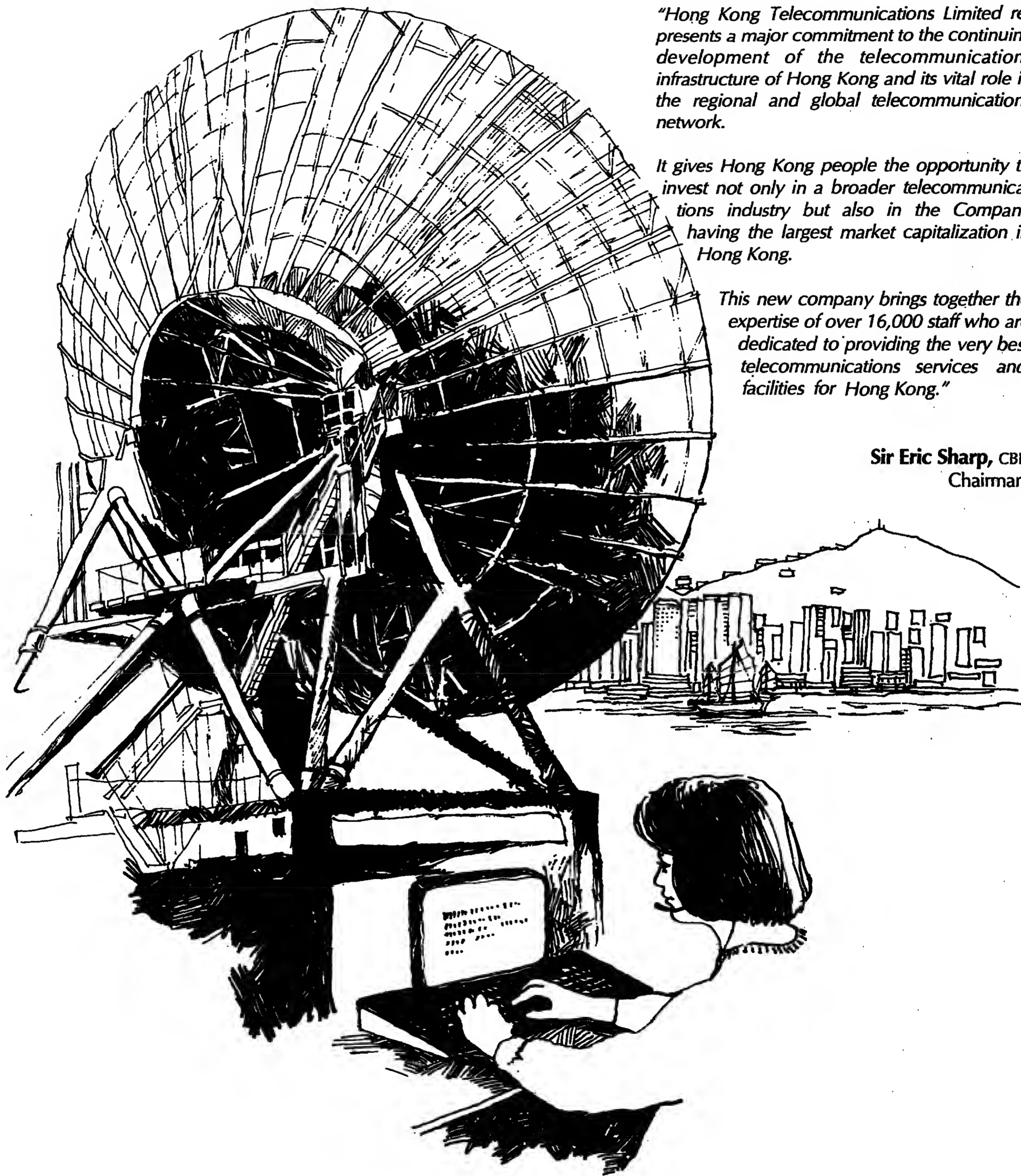
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